



NAVAL POSTGRADUATE SCHOOL FACT BOOK 2004



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FACT BOOK
2004

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INTRODUCTION



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NAVAL POSTGRADUATE SCHOOL OVERVIEW

The Naval Postgraduate School (NPS) holds the status of a Carnegie Doctoral/Research University – Intensive, and has been called a national treasure by many, most recently in 2003 by former President George H.W. Bush. NPS earns this title by providing unique professional military-relevant graduate education that meets the highest academic standards while responding to the dynamic educational and research needs of the Department of Defense (DoD), other federal agencies, and our international allies.

NPS students learn, as they will operate in the future, in a multi-disciplinary, joint, international and inter-agency environment. Of the nearly 1,500 students enrolled in degree programs, over half are military officers from the Navy and Marine Corps and the others are military officers and civilians from all U.S. services and other federal agencies. There are also about 300 students from 60 other nations studying side-by-side with U.S. officers. These students are the world's military leaders of tomorrow and have been selected to study in fields such as Space Operations, Civil-Military Relations, Information Warfare, Modeling and Simulation, Total Ship Design, Computer Science, Financial Management and Homeland Security. There are an additional 800 students enrolled in degree and certificate programs around the world. These programs demonstrate NPS's ability to respond quickly and agilely to emerging needs of our national security, bringing the intellectual capital of a highly respected faculty to bear upon new challenges. NPS's outreach efforts also span the globe with mobile education teams that take education to other nations.

NPS develops new educational programs, explores different delivery methods and modifies its existing programs to meet the emerging requirements of the services. In addition to its main campus, NPS reaches out to numerous off-campus locations and fleet concentration areas including Washington, DC, Norfolk, Virginia, San Diego, California and Annapolis, Maryland. NPS also offers executive education programs for U.S. and international students that prepare leaders to operate in our complex world.

The Naval Postgraduate School was established as the Postgraduate Division of the U.S. Naval Academy in 1909. In 1949, as part of a Department of Defense reorganization, Congress authorized the move of NPS from Annapolis, Maryland, to Monterey, California. In 1951, NPS officially opened its doors in Monterey.

In 1959, Arleigh Burke, WWII Hero and former Chief of Naval Operations (CNO), praised the nation for having the foresight to establish NPS. His words remain true today, reinforcing the need for education of our militaries and those who support them. “The naval leaders of fifty years ago showed great perspective and foresight in seeing the need for advanced technical and scientific knowledge among naval officers. They recognized that ships and naval weapons were becoming more complex, that their proper employment at sea would require officers who were familiar not only with the age-old profession of the sea, but who could use effectively the complex weapons of the years to come.”

NPS is comprised of four graduate schools, a Center for Executive Education, three institutes and many research centers. Since its beginning as a naval engineering school, NPS has maintained a reputation for excellence in contributing to the technological advancement of the Naval Armed Forces through advanced education and research.



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NAVAL POSTGRADUATE SCHOOL MISSION

The NPS Mission is to provide relevant and unique advanced education and research programs in order to increase the combat effectiveness of U.S. and Allied armed forces and enhance the security of the United States.

The NPS Vision is to be the world leader in naval and defense related graduate education and supporting research, and to prepare the intellectual leaders of tomorrow's forces. The strategy begins with the Naval Services and extends to the other U.S. Armed Services, other nations and to the defense community at large. NPS is dedicated to providing relevant, quality graduation education and supporting research, enabling all Navy and Marine Corps officers easy access to the education, information and support services they want and need, anytime, anywhere.

The strategy to achieve the NPS vision is built upon institutional focus on academic excellence; relevance and uniqueness of NPS program offerings, teaching and research; global and community outreach; lifelong learning; information and technological superiority and a world class campus.

Joint Vision 2010 and 2020 recognize high quality people, innovative leadership and the right organizational structure are needed to prepare warriors for the challenges of the future battlespace. To develop the ideas introduced in Joint Vision 2010 and 2020 for network centric operations, the United States needs a high percentage of military officers and defense civilians with an understanding of systems engineering and integration, and who possess a postgraduate level education in science, technology and management.

The Naval Postgraduate School is responding to the challenges of Joint Vision 2010 and 2020 by aligning its education and supporting research programs with three major goals:

- Academic programs and research that are nationally recognized and support the current and future operations of the Navy and Marine Corps, our sister services and our allies;
- Institutes that focus on the integration of teaching and research in direct support of the four pillars of Joint Vision 2010 and 2020 and their enabling technologies; and
- Executive and continuing education programs that support continuous intellectual innovation and growth throughout an officer's career.



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PROGRAMS

The Four Academic Schools

The four Academic Schools - the Graduate School of Business and Public Policy (GSBPP), the Graduate School of Engineering and Applied Sciences (GSEAS), the Graduate School of Operation and Information Sciences (GSOIS), and the School of International Graduate Studies (SIGS) - were created in the first half of Academic Year 2001, and did not exist as formal entities before that time. Each school was created as a collective grouping of academic departments and their curricula were used to categorize prior year data and reflect historic trends in terms of the current four Academic schools.

The Three Research Institutes

Three Research Institutes, The Modeling Virtual Environments and Simulation (MOVES) Institute, The Wayne E. Meyer Institute of Systems Engineering, and the Cebrowski Institute for Information Innovation and Superiority, provide the Navy and Department of Defense a specialized research venue for top priority projects with a uniquely military perspective.

Program List

NPS offers a continuum of learning opportunities, including graduate degrees and certificates both on campus and in several non-resident and distributed (distance) learning environments. NPS offers many continuous learning opportunities including several types of non-degree advanced, professional education programs and executive education. Mobile education teams span the globe bringing NPS education to many different nations.

Accreditation

As an institution, NPS is accredited by the Senior College Commission of the Western Association of Schools and Colleges (WASC). That accreditation was reaffirmed in 1999 and will be reviewed again in 2009-2010. The accreditation process is one of peer review which requires an institution to define itself through an institutional mission statement, and then uses an array of criteria to determine if the institution is able to fulfill its mission successfully. Apart from institutional accreditation, the Graduate School of Engineering and Applied Science's Electrical, Mechanical and Astronautical Engineering degree programs are reviewed and accredited by the Accreditation Board for Engineering and Technology (ABET). The Graduate School of Business and Public Policy is reviewed and accredited by the Association to Advance Collegiate Schools of Business (AACSB). Under the Graduate School of Business and Public Policy, the NPS Masters in Business Administration program is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).



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Relevance and Uniqueness

NPS programs are aligned with the rapidly changing needs of the national security. Opportunities for faculty development are available in areas important to the Naval services. An outstanding military faculty brings strong academic credentials and real-world operational expertise into the classroom and the programs. The NPS environment fosters, supports and encourages interdisciplinary activities. The graduate institutes ensure the academic tools learned in the schools are applied to current military challenges and requirements.

Innovative Programs

NPS offers a variety of innovative programs that enable students to challenge themselves. These programs include executive education, graduate certificate programs, continuing education and joint programs with other institutions. NPS faculty, both civilian and military, form one of the critical cornerstones of advanced DoD research.

Definitions

Average on Board

The Naval Postgraduate School works on a modified quarterly school year - every three months, new courses are started, students graduate and new students arrive. In addition, the summer is a full quarter. These factors combine with traditional military transfers occurring at two peak times during the year to create widely varied numbers of students on board (i.e., enrolled) from one quarter to the next. Therefore, the most representative formula for calculating the flow of students through the university is not a snapshot of any single quarter's enrollment statistics, but rather an average of all four quarters. The Average On Board (AOB) student count is calculated based on the total number of students attending classes in pursuit of a degree, for both resident and distributed learning for the entire Academic Year (October to September) divided by four.

Enrollments

Enrollment information is a snapshot from the first quarter in the Academic Year, beginning October 1.

Distributed (or Distance) Learning

Non-traditional delivery methods that expand learning beyond the traditional classroom: online web-based technologies, short courses, outreach programs and video-tele-education.



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DEGREE OFFERINGS

<u>Master of Arts</u>	Mechanical Engineering Leadership and Human Resource Development Management (Business Administration) Materials Science and Engineering Mechanical Engineering Meteorology	<u>Doctor of Philosophy</u> Astronautical Engineering Applied Mathematics Applied Physics Computer Science Electrical Engineering Engineering Acoustics
National Security Affairs		
Security Studies (Civil-Military Relations)		
Security Studies (Security Building in Post Conflict Environments)		
Security Studies (Defense Decision-Making and Planning)		
Security Studies (Homeland Security and Defense)		
<u>Master of Business Administration (MBA)</u>	Meteorology and Physical Oceanography	
<u>Executive MBA</u>	Modeling Virtual Environments and Simulation	Information Science
<u>Master of Science</u>	Operations Research Physical Oceanography	Mechanical Engineering Meteorology
Applied Mathematics	Physics	Modeling Virtual Environments and Simulation
Applied Physics	Product Development	Operations Research
Applied Science (Operations Research)	Program Management	Physical Oceanography
Astronautical Engineering	Software Engineering	Physics
Computer Science	Space Systems Operations	Software Engineering
Combat Systems Technology	Systems Engineering	
Contract Management	Systems Engineering & Analysis	
Defense Analysis	Systems Engineering Management	
Electrical Engineering	Systems Integration	
Engineering Acoustics	Systems Technology	<u>Doctor of Engineering</u>
Engineering Science	<u>Engineering</u>	Astronautical Engineering
Information Systems and Operations	Astronautical Engineering	Computer Science
Information Technology Management	Electrical Engineering	Engineering Acoustics
International Resource Planning and Management	Mechanical Engineering	Mechanical Engineering
Leadership and Human Resource Development		



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BOARD OF ADVISORS

BOARD MEMBER

ADM Stanley R. Arthur, USN (Ret)

VADM Lylee G. Bien, USN (Ret)

Dr. Jack Borsting

RADM Jay Cohen, USN

LT GEN Michael Dunn

Dr. Robert Fossum

VADM Davis E. Frost, USN (Ret)

VADM Lee Gunn, USN (Ret)

VADM Al Harms, USN (Ret)

MAJ GEN David H. Huntoon, Jr. USA

MGEN Thomas S. Jones

VADM J. Kevin Moran

MAJ GEN David H. Huntoon, Jr., USA

Honorable Sean O'Keefe

*Dr. Elizabeth Paté-Cornell

Lt Gen John F. Regni

Dr. Graham B. Spanier

Mr. G. Kim Wincup

TERM

31-Oct-08

TITLE

President

31-Oct-08

Private Consultant

30-Sep-05

Executive Director

none

Chief

none

President

31-Oct-08

Senior Research Scientist

31-Oct-08

President

31-Oct-08

President

none

Chief

none

Commandant

none

Commanding General

none

Chief Learning Officer

none

Commandant

30 Sep-08

Administrator

30-Sep-05

Professor and Chair

none

Commander

31-Oct-07

President

30-Sep-05

Vice President

AFFILIATION

Lockheed Martin Missiles & Fire Control-Orlando

Space and Communications Defense Industry

Center for Telecomm Management
University of Southern California
Office of Naval Research

National Defense University

University of Texas at Austin

Frost & Associates

Institute for Public Research CNA Corporation

Naval Education and Training

Army War College

Training & Education Command Marine Corps Combat Development Command

Naval Education and Training

Army War College

National Aeronautics & Space Administration

Stanford University

AIR University

Penn State University

Science Applications International , Corp.

**Denotes Board Chair*

*Source: Office of the Provost,
Human Resources Office*



HISTORICAL TIMELINE

- **1909** Founded at the U.S. Naval Academy to provide the Fleet with a focused Engineering Program
- **1919** The Navy resumes its support for advanced education. The Postgraduate Department of the Naval Academy is re-designated as the Naval Postgraduate School. The first head of NPS is Capt. Ernest King, who will later become Chief of Naval Operations during the turbulent years of World War II- the first students arrive six months after the Armistice is signed
- **1941** NPS student population nearly doubled with the outbreak of World War II and the need for advanced technical skills among officers
- **1945** The 79th Congress passes Public Law No. 250, authorizing the head of the Naval Postgraduate School to confer masters and doctorate degrees
- **1946** Congress passes P.L. No. 402, establishing the civilian position of academic dean at NPS
- **1947** 80th Congress passes P. L. No. 302 in July, an act “to authorize the Secretary of the Navy to establish a postgraduate school in Monterey, California”
- **1947** 80th Congress passes P.L. No. 303, which formally establishes the Naval Postgraduate School as a separate activity from the Naval Academy
- **1947** May 3, Navy announces Monterey as choice for postgraduate school location
- **1951** Dec 22, Naval Postgraduate School - Monterey commissioned
- **1951** Operations Research curriculum established
- **1955** NPS receives provisional accreditation from the Western Association of Schools and Colleges
- **1956** The first women student officers begin arriving in January
- **1956** May 31, Dedication of academic buildings: Bullard, Halligan, Herrmann, King, Root, and Spanagel Halls
- **1956** Management curriculum established
- **1968** Ingersoll Hall dedicated at NPS
- **1969** Nov 24, La Mesa Village formally dedicated, easing the housing crunch for students
- **1972** National Security curriculum and Anti-Submarine Warfare curricula established
- **1975** Dudley Knox Library dedicated
- **1992** Glasgow Hall dedicated- keynote speaker was Congressman Leon Panetta
- **1992** Groundbreaking for new engineering building.
- **1996** Information Warfare curriculum established
- **1999** Naval War College Joint Professional Military Education Course; Special Operations and Systems Engineering Integration curriculum established
- **2001** Four major Academic Schools established
- **2002** Designated as Center for Homeland Security Training
- **2003** Graduate degree in Homeland Defense announced
- **2003** Designated Department of Defense Information Operations Center of Excellence
- **2004** May, Designated as the only U.S. NATO Partnership for Peace (PfP) Education and Training Center by the Secretary of State
- **2004** July, Establishment of The Center for Stabilization & Reconstruction Studies (CSRS) to assist in winning the global war on terror
- **2004** Aug 27, Celebrated 50 Years in Computing featuring information technology pioneers from around the world
- **2004** Sept 3, Designated Information Operations Center of Excellence by Deputy Secretary of Defense



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QUICK FACTS

2004

Students Average On Board

1,574 resident students (including 343 international students)

Distributed (Distance) Learning Programs

322 students participating in degree or certificate programs, also thousands of other students in short courses at NPS, in other U.S. locations, and other nations

Alumni

More than 45,000 alumni from all 50 states, the District of Columbia and more than 70 different nations

Faculty

240 Tenure and Tenure-Track

≈ 99% of NPS civilian faculty hold Ph.Ds

≈ 10% of NPS faculty are military bringing operational expertise

Staff

367 GS and Wage Grade staff members (includes both full and part-time)

328 full-time

37 part-time

2 job-share

Finances

Operating budget is \$356.2 million dollars including student salary

Facilities

NPS is composed of 322.25 acres of land with 114 buildings
(≈ 1.7 million square feet)

Accreditation

Western Association of Schools and Colleges (WASC)

Accreditation Board for Engineering and Technology (ABET)

The Association to Advance Collegiate Schools of Business (AACSB)

National Association of Schools of Public Affairs and Administration (NASPAA)

EDUCATIONAL PARTNERSHIPS

Local

California State University, Monterey Bay (CSUMB)

Monterey Institute for International Studies (MIIS)

Regional

University of California, Santa Barbara

Stanford University

National

Johns Hopkins University

Maryland's Smith School of Business

Research

Lawrence Livermore Laboratories

Department of Defense

Air Force Institute of Technology

Naval War College

*Source: NPS Command Brief,
Naval Postgraduate School Fact
Sheet, July 2004, Office of the
Registrar, Alumni Affairs Office,
Office of Academic Planning,
Comptroller, and Public Works*



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STUDENT POPULATION AND ENROLLMENT



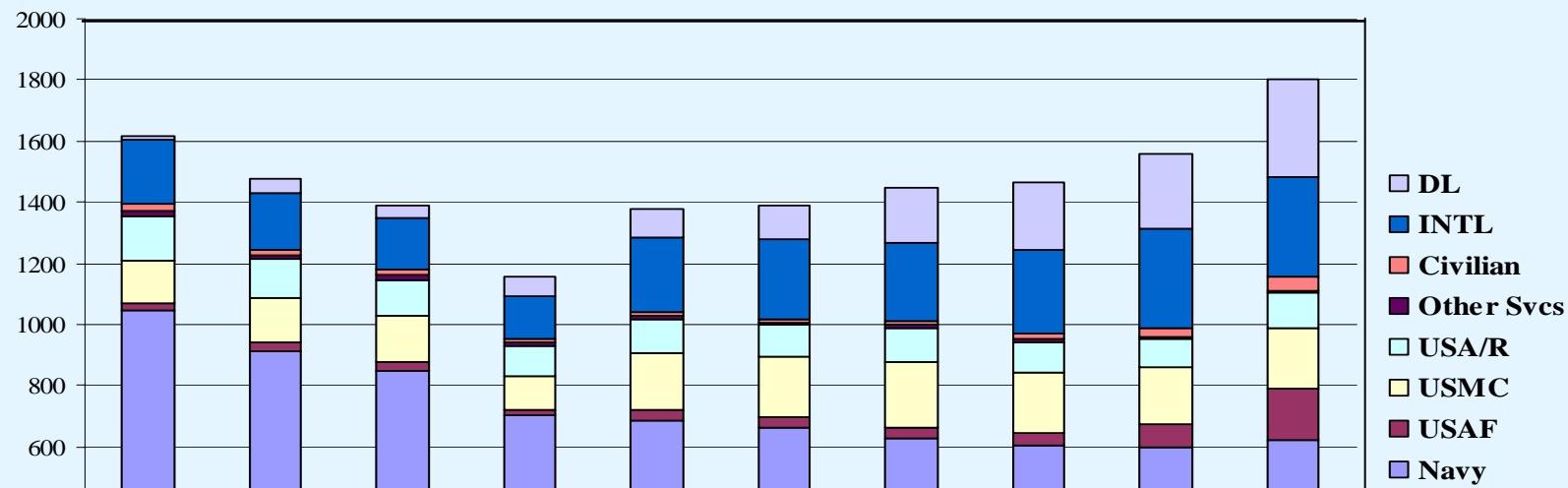
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DEGREE PROGRAM – RESIDENT & DISTRIBUTED LEARNING



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AVERAGE ON BOARD STUDENT POPULATION ALL DEGREE STUDENTS TRENDS SINCE 1995



	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Navy	1046	911	847	701	685	665	629	607	597	624
USAF	25	30	31	21	35	31	35	39	79	168
USMC	140	145	151	109	190	200	215	198	182	195
USA/R	144	127	118	97	109	102	109	98	95	116
Other Svcs	16	15	16	12	13	10	12	13	8	6
Civilian	22	17	18	13	12	10	13	17	30	49
INTL	214	185	168	142	239	261	256	272	323	323
DL	11	47	39	64	95	111	180	221	247	322

Source: Office of the Registrar Annual On-Board

Note: Data do not include faculty and staff enrolled as students.



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DEGREE PROGRAM STUDENTS

BY TYPE OF ENROLLMENT

AVERAGE ON BOARD TRENDS SINCE 1995

Year	Full Time Resident	Distributed Learning	Total
1995	1,690	11	1,701
1996	1,519	47	1,566
1997	1,469	39	1,508
1998	1,536	64	1,600
1999	1,332	95	1,427
2000	1,334	111	1,445
2001	1,315	180	1,495
2002	1,336	221	1,557
2003	1,319	247	1,566
2004	1,483	322	1,805

Source: Office of the Registrar

Note: Data do not include faculty and staff enrolled as students.



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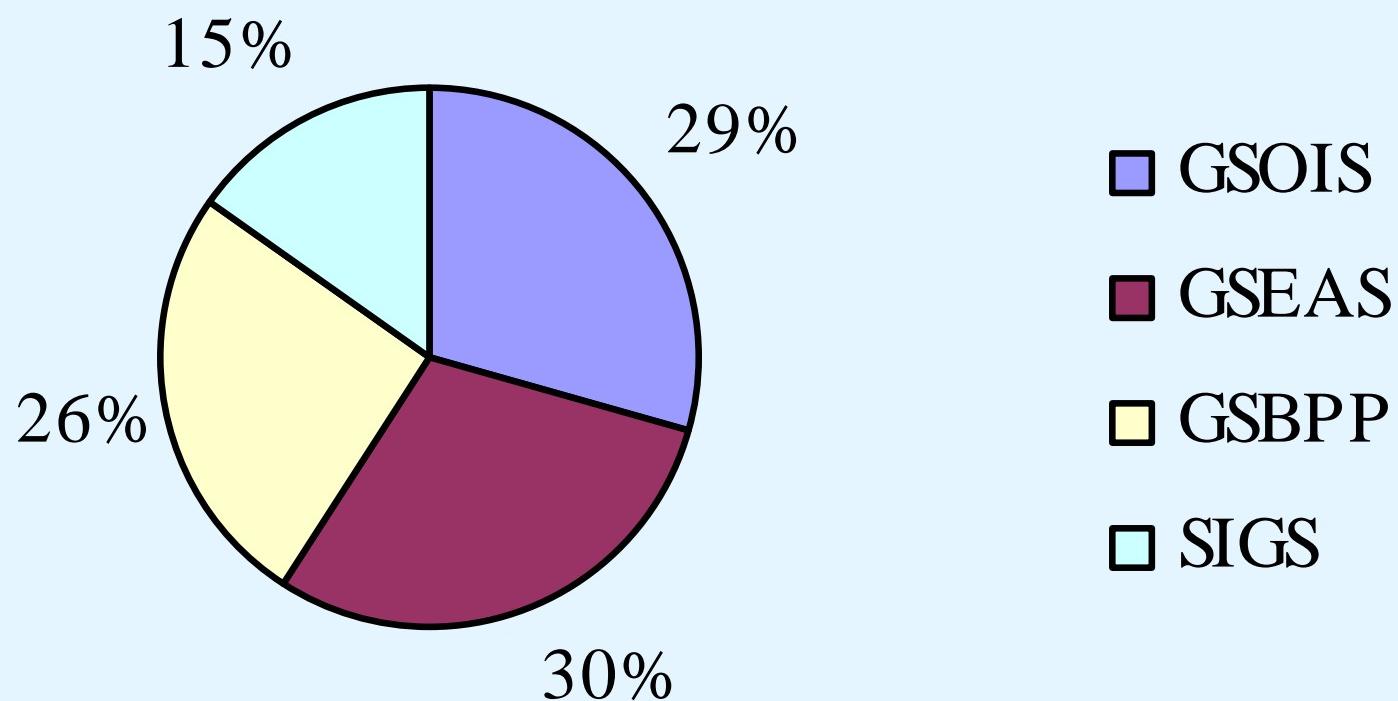
DEGREE PROGRAM STUDENTS BY SCHOOL FALL ENROLLMENTS 2004

School	Full Time Resident	Distributed Learning	Total
Graduate School of Business and Public Policy	289	182	471
Graduate School of Engineering and Applied Sciences	404	139	543
Graduate School of Operational and Information Sciences	515	24	539
School of International Graduate Studies	237	43	280
NPS Total	1,445	388	1,833



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PERCENTAGE OF DEGREE PROGRAM STUDENTS ENROLLED IN THE FOUR ACADEMIC SCHOOLS FALL 2004



Source: Office of the Registrar

Note: Data do not include faculty and staff enrolled as students.



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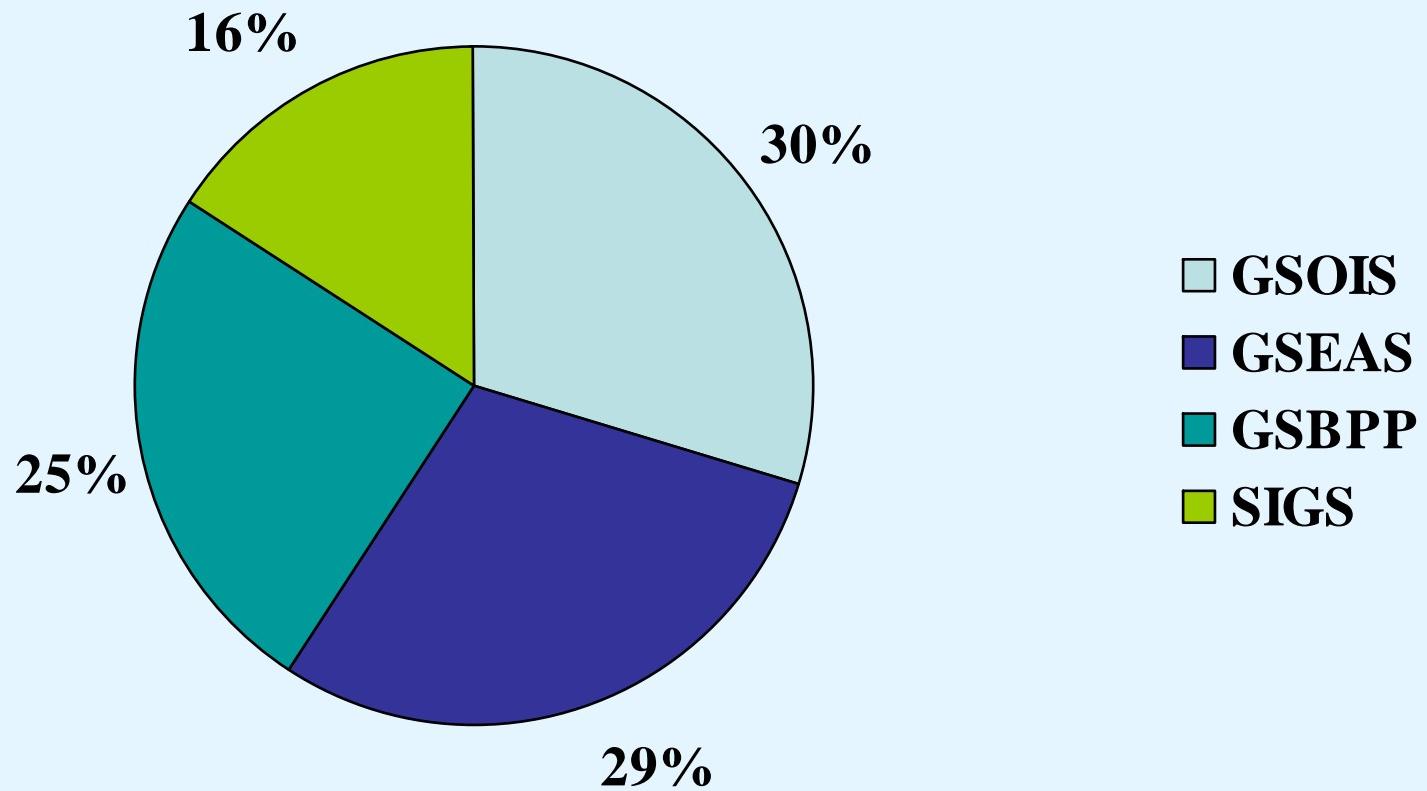
DEGREE PROGRAM STUDENTS BY SCHOOL AVERAGE ON BOARD 2004

School	Full Time Resident	Distributed Learning	Total
Graduate School of Business and Public Policy	277	186	463
Graduate School of Engineering and Applied Sciences	417	132	549
Graduate School of Operational and Information Sciences	546	11	557
School of International Graduate Studies	243	54	297
NPS Total	1,483	383	1,866



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PERCENTAGE OF DEGREE PROGRAM STUDENTS ENROLLED IN THE FOUR ACADEMIC SCHOOLS FALL 2004



Source: Office of the Registrar

Note: Data do not include faculty and staff
enrolled as students.



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DEGREE PROGRAM – RESIDENT STUDENTS



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RESIDENT DEGREE PROGRAM STUDENTS BY ACADEMIC SCHOOL & SERVICE FALL ENROLLMENTS 2004

School	Navy	Marine Corps	Army	Air Force	Inter-national	Other	Total
Graduate School of Business & Public Policy	132	65	15	16	60	1	289
Graduate School of Engineering & Applied Sciences	237	22	12	35	88	10	404
Graduate School of Operational & Information Sciences	186	81	52	26	137	33	515
School of International Graduate Studies	50	25	19	78	58	7	237
Total	605	193	98	155	343	51	1,445

Source: Office of the Registrar



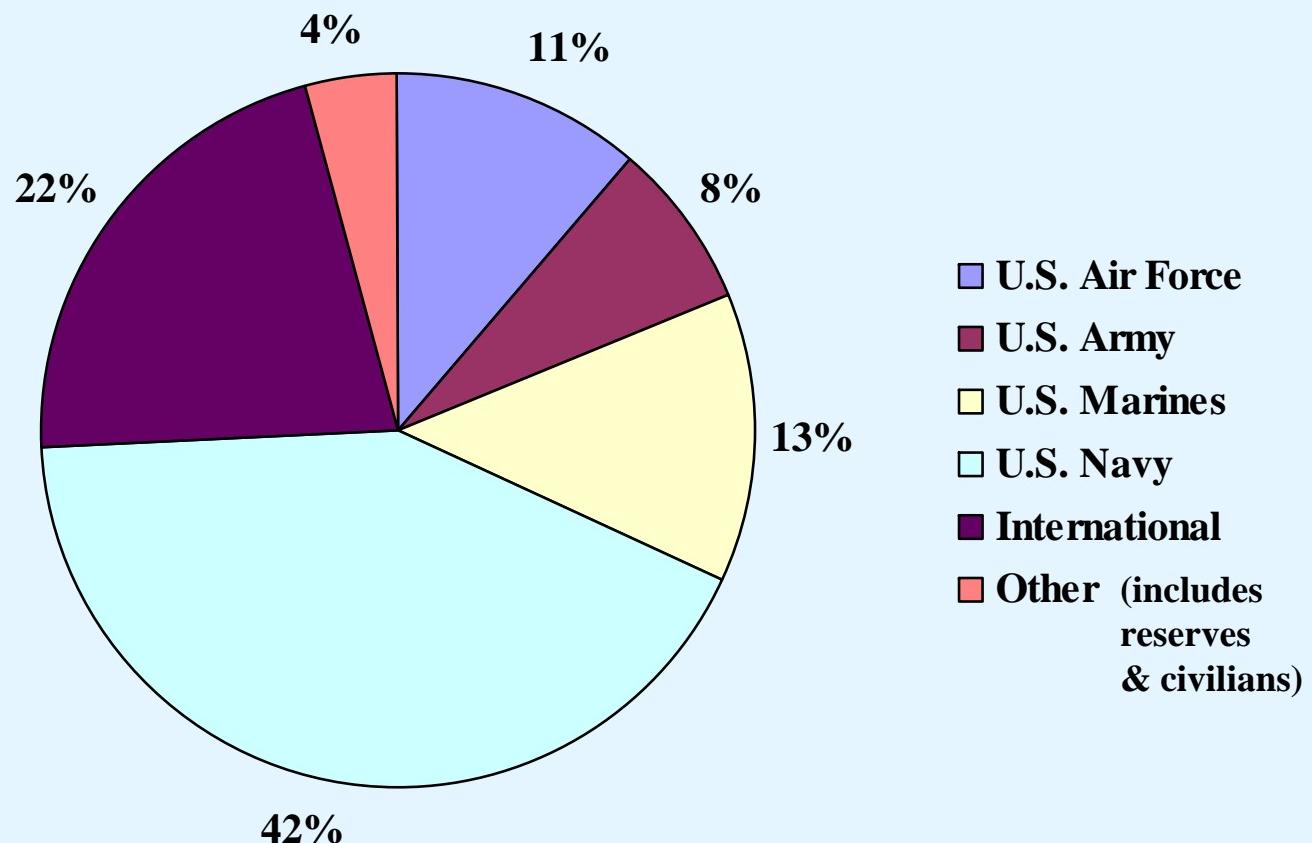
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RESIDENT DEGREE PROGRAM STUDENTS BY ACADEMIC SCHOOL & SERVICE AVERAGE ON BOARD 2004

School	Navy	Marine Corps	Army	Air Force	Inter-national	Other	Total
Graduate School of Business & Public Policy	127	54	19	19	55	2	277
Graduate School of Engineering & Applied Sciences	249	25	12	38	79	15	417
Graduate School of Operational & Information Sciences	196	88	59	27	135	42	546
School of International Graduate Studies	52	28	22	84	55	3	243
Total	624	195	112	168	324	62	1,483



RESIDENT DEGREE PROGRAM STUDENTS BY SERVICE AOB 2004



Source: Office of the Registrar



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RESIDENT DEGREE PROGRAM U.S. MILITARY FORCES BY RANK & SERVICE AVERAGE ON BOARD 2004

US Navy		US Marine Corps		US Army		US Air Force	
Cmdr.	21	Lt. Col.	3	Lt. Col.	5	Lt. Col.	
Lt. Cmdr.	147	Maj.	77	Maj.	66	Maj.	69
Lt.	220	Capt.	113	Capt.	42	Capt.	61
Lt. j.g.	3	1 st Lt.	4			1 st Lt.	19
Ensign	12					2 nd Lt.	14
				CW3	1		

US Coast Guard		US Air National Guard		US Army Reserve		US Naval Reserve		US Army Reserve National Guard	
		Lt. Col.	1	Lt. Col.	2				
Lt. Cmdr.	1	Maj.		Maj.	2	Lt. Cmdr.	12	Maj.	
Lt.	5	Capt.	1			Lt.	178	Capt.	1
Lt. j.g.						Lt. j.g.	17	1 st Lt.	
						Ensign	32		

Source: Office of the Registrar

Source of rank abbreviations:



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STUDENT DEGREE PROGRAM POPULATION BY GENDER, RACE/ETHNICITY TRENDS SINCE 1999

	1999	2000	2001	2002	2003	2004
Male	90%	91%	92%	92%	92%	93%
Female	10%	9%	8%	8%	8%	7%
American Indian/Pacific Islander	-	.1%	.4%	1%	-	0%
Asian	2%	3%	3%	3%	2%	4%
Black	6%	8%	10%	9%	11%	7%
Other/Unknown	6%	6%	5%	6%	6%	6%
White	86%	83%	82%	81%	80%	78%

This includes all United States Department of Defense students, including, civilians.

International Students not included in tabulation

Source: Defense Manpower Data Center



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RESIDENT DEGREE PROGRAM INTERNATIONAL STUDENTS BY COUNTRY & REGION-FALL ENROLLMENTS 2004

Africa

Botswana	1
Cameroon	0
Morocco	1
Rwanda	1
South Africa	2
Tunisia	6
Total	11

Australia 5

Central/East Asia & Middle East

Armenia	0
Bahrain	5
Israel	0
Jordan	1
Kazakhstan	1
Pakistan	5
Saudi Arabia	1
Uzbekistan	0
Total	13

Caribbean, Central & South America

Argentina	1
Brazil	4
Chile	6
Colombia	1
Dominican Republic	0
Ecuador	0
El Salvador	0
Jamaica	1
Paraguay	0
Peru	1
Trinidad-Tobago	0
Uruguay	0
Venezuela	4
Total	18

Europe

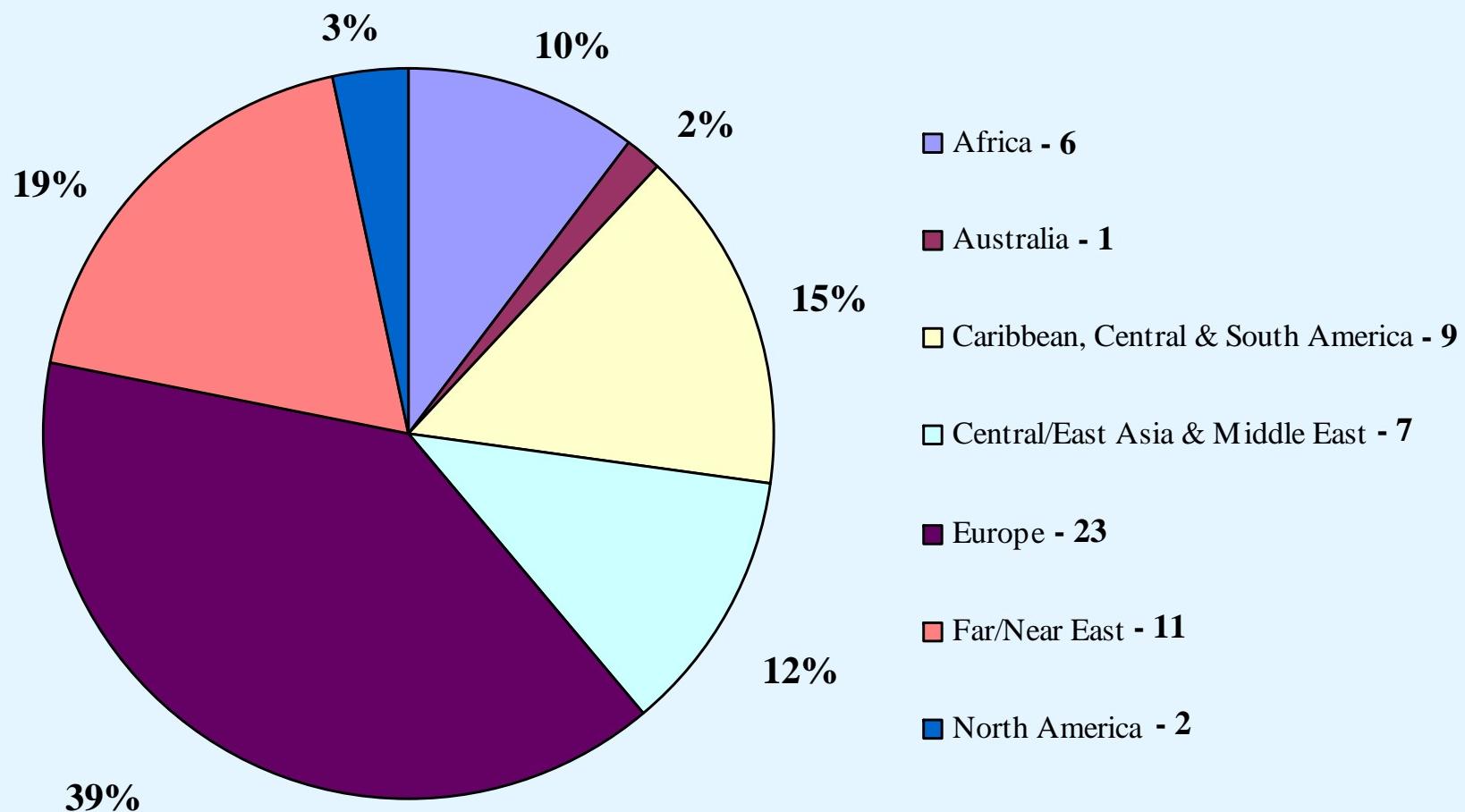
Albania	4
Bulgaria	4
Czech Republic	1
France	1
Georgia	2
Germany	11
Greece	61
Hungary	1
Italy	1
Latvia	2
Lithuania	1
Moldova	1
Norway	4
Poland	9
Portugal	3
Romania	6
Slovakia	1
Switzerland	1
Spain	2
Sweden	1
Turkey	65
Ukraine	4
United Kingdom	0
Total	186

Grand Total = 343

Source: Office of the Registrar



RESIDENT DEGREE INTERNATIONAL STUDENT POPULATION BY REGION FALL ENROLLMENTS 2004





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RESIDENT DEGREE PROGRAM INTERNATIONAL STUDENTS BY COUNTRY & REGION-AVERAGE ON BOARD 2004

Africa

Botswana	2
Cameroon	1
Morocco	2
Rwanda	1
South Africa	2
Tunisia	6
Total	14

Australia

Caribbean, Central & South America

Argentina	1
Brazil	3
Chile	5
Colombia	0
Dominican Republic	1
Ecuador	1
El Salvador	1
Jamaica	2
Paraguay	1
Peru	1
Trinidad-Tobago	0
Uruguay	0
Venezuela	3
Total	19

Central/East Asia & Middle East

Armenia	0
Bahrain	5
Israel	1
Jordan	2
Kazakhstan	1
Pakistan	8
Saudi Arabia	1
Uzbekistan	0
Total	18

Europe

Albania	3
Bulgaria	3
Czech Republic	2
France	1
Georgia	2
Germany	13
Greece	53
Hungary	2
Italy	0
Latvia	1
Lithuania	2
Moldova	5
Norway	3
Poland	10
Portugal	3
Romania	7
Slovakia	1
Switzerland	1
Spain	2
Sweden	1
Turkey	60
Ukraine	5
United Kingdom	0
Total	180

North America

Canada	1
Mexico	8
Total	9

Grand Total = 329

Source: Office of the Registrar



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RESIDENT INTERNATIONAL MILITARY FORCES BY RANK FALL ENROLLMENTS 2004

Int'l Air Force		Int'l Army		Int'l Marines		Int'l Navy	
		Brig. Gen.	1				
Col.	1	Col.	6				
Lt. Col.	12	Lt. Col.	15			Cmdr.	10
Maj.	22	Maj.	34	Maj.	1	Lt. Cmdr.	42
Capt.	15	Capt.	24			Lt.	41
1 st Lt.	8	1 st Lt.	28			Lt. j.g.	40
2 nd Lt.	1	2 nd Lt.	1			Ensign	1

Source: Office of the Registrar

Source of rank abbreviations:
2002 Edition of Associated Press Stylebook.



SHORT-TERM AND CERTIFICATE COURSE PROGRAMS GLOBAL OUTREACH -FY 2004

Mobile Education Teams (METs):

79 METs visited 46 foreign countries and instructed 2,710 international students

- Regional Security and Education Program (RSEP)
- Principles of Defense Acquisition Management
- International Negotiations
- Principles of Defense Procurement and Contracting
- National Assistance in Defense Capacity-Building
- Civil-Military Relations Pre-Survey
- Regional Civil-Military Relations and Continuing Education
- Civilian Control of the Armed Forces in a Democracy: Methods, Techniques and Application
- The Media and the Military
- Building Linkages Between the Legislature and the Military
- Domestic Support Operations
- Executive Program in Defense Decision-Making
- Intelligence and Democracy
- Defense Restructuring
- Implementing Strategic Planning: Developing Effective Defense Personnel Management Policies
- Defense Strategic Planning: Transforming Strategies for Defense Reform
- Implementing Strategic Planning: Developing Strategic Guidance
- Implementing Strategic Planning: The Operational Dimension
- Implementing Strategic Planning: The Development of National Tasks Lists
- Translating National Level Policy Into Defense Guidance: Approaches and Implementation
- Implementing Strategic Planning: Developing National Logistics Concepts
- EIPC Peace Support Operations
- Multinational Logistics
- Planning Peace Operations
- Security Building In Post-Conflict Environments
- Preparing for Peacekeeping Deployments: Negotiating Effective Support Agreement with International Organizations
- Preparing for Peacekeeping Deployments: Reviewing Inter-Ministerial Peacekeeping Roles and Missions
- Preparing for Peacekeeping Deployments: Reviewing Ministry of Defense and Defense HQ's Peacekeeping Roles and Missions
- Preparing for Peacekeeping Deployments: Adopting Task Lists and Standing Operating Procedures
- Civil-Military Responses to Terrorism – Regional
- Civil-Military Responses to Terrorism
- Civil-Military Cooperation (CIMIC) Support of Multinational and Interagency Relief and Reconstruction Operations
- Distinguished Visitor Orientation Tour (DVOT)



SHORT-TERM AND CERTIFICATE COURSE PROGRAMS GLOBAL OUTREACH FY 2004

On Campus Short Courses (1-3 weeks)

182 international students from **58** countries took instruction in:

- Enhanced International Peacekeeping Capabilities (EIPC)
- Civil-Military Responses to Terrorism – Global
- Planning Peace Operations
- Combating Terrorism
- Defense Restructuring
- Executive Program in Defense Decision Making
- International Defense Acquisition Management Course
- Intelligence and Democracy
- Distinguished Visitor Orientation Tour (DVOT)



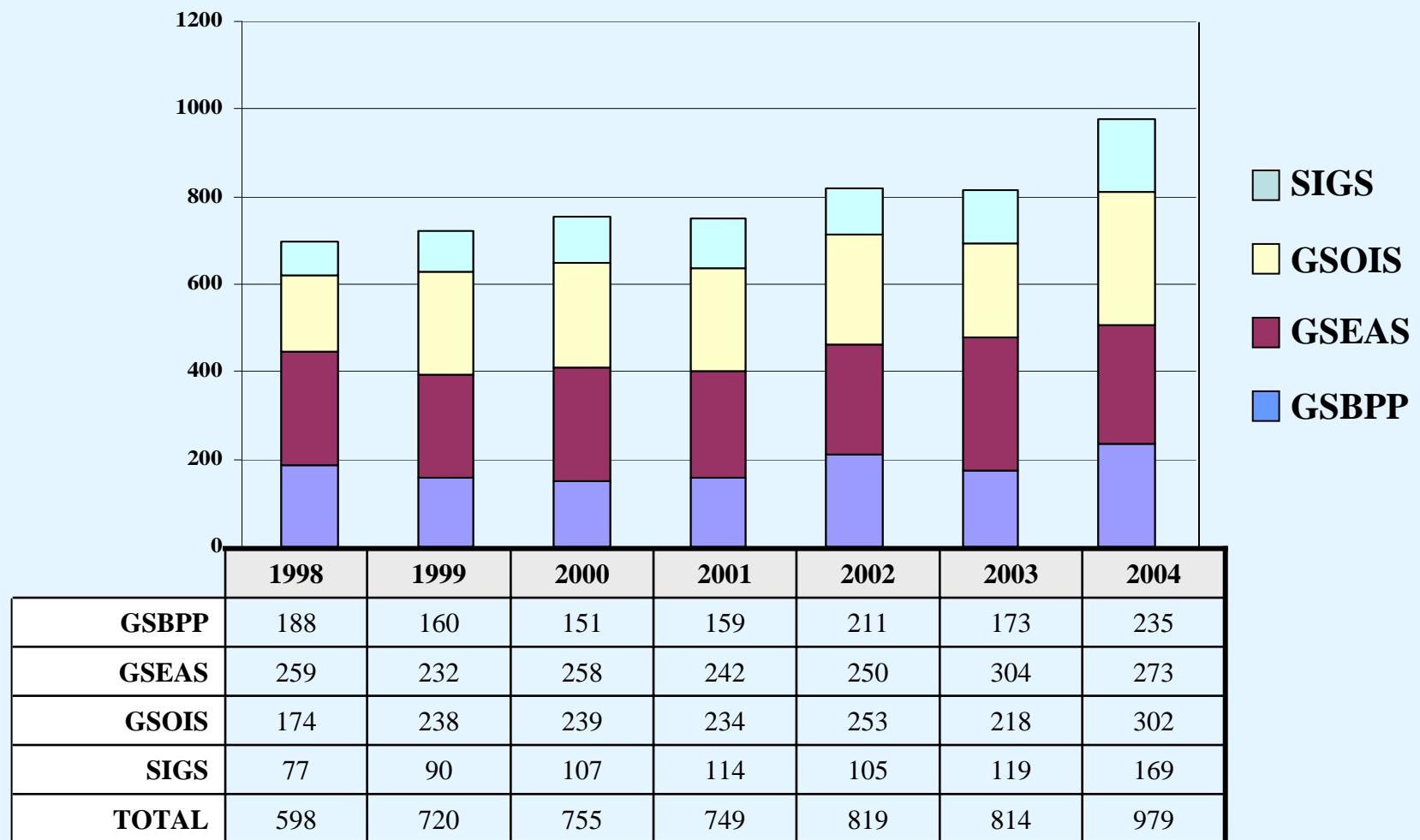
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ACADEMIC PROFILE



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DEGREES CONFERRED TRENDS BY ACADEMIC SCHOOL



Source: Office of the Registrar See endnote 1 for explanation of degree distribution in the four schools-Includes distributed learning degrees

* 6 confirmed degrees come from areas other than the 4 schools

DEGREES CONFERRED

AY 2004

AAE Aeronautical and Astronautical Engineering	2	MS Engineering Acoustics	10
ASTE Astronautical Engineer	1	MS Engineering Science (Mechanical Engineering)	23
BS Meteorology	8	MS Information Systems and Operations	12
EE Electrical Engineering	1	MS Information Technology Management	53
EMBA Business Administration	29	MS Leadership and Human Resources Development	18
M Systems Engineering	1	MS Management	13
MA National Security Affairs	93	MS Meteorology	4
MA Security Studies (Civil-Military Relations)	13	MS Meteorology and Physical Oceanography	18
MA Security Studies (Defense Decision-Making and Planning)	40	MS Modeling Virtual Environments and Simulation	17
MA Security Studies (Security Building in Post-Conflict Environments)	11	MS Operations Research	57
MA Security Studies (Homeland Security and Defense)	12	MS Physical Oceanography	3
MBA Business Administration	159	MS Physics	3
ME Mechanical Engineering	3	MS Program Management	11
MS Aeronautical Engineering	12	MS Software Engineering	8
MS Applied Mathematics	2	MS Space Systems Operations	10
MS Applied Physics	20	MS Systems Engineering	70
MS Applied Science	2	MS Systems Engineering (Electronic Warfare)	1
MS Applied Science (Operations Research)	4	MS Systems Engineering Management	1
MS Astronautical Engineering	9	MS Systems Technology (Command, Control, & Communications - C3)	14
MS Combat Systems Technology	4	MSME Materials Science and Engineering	8
MS Computer Science	72	MSME Mechanical Engineering	30
MS Contract Management	5	PHD Electrical Engineering	1
MS Defense Analysis	19	PHD Mechanical Engineering	1
MS Defense Analysis (Information Operations)	4	PHD Meteorology	2
MS Defense Analysis (Irregular Warfare)	10	PHD Operations Research	1
MS Defense Analysis (National Security Affairs)	1	PHD Modeling Virtual Environments and Simulation	1
MS Electrical Engineering	48	PHD Software Engineering	2
MS Engineering Science (Electrical Engineering)	4		
		Grand Total*	985

* 4 confirmed degrees have unknown programs



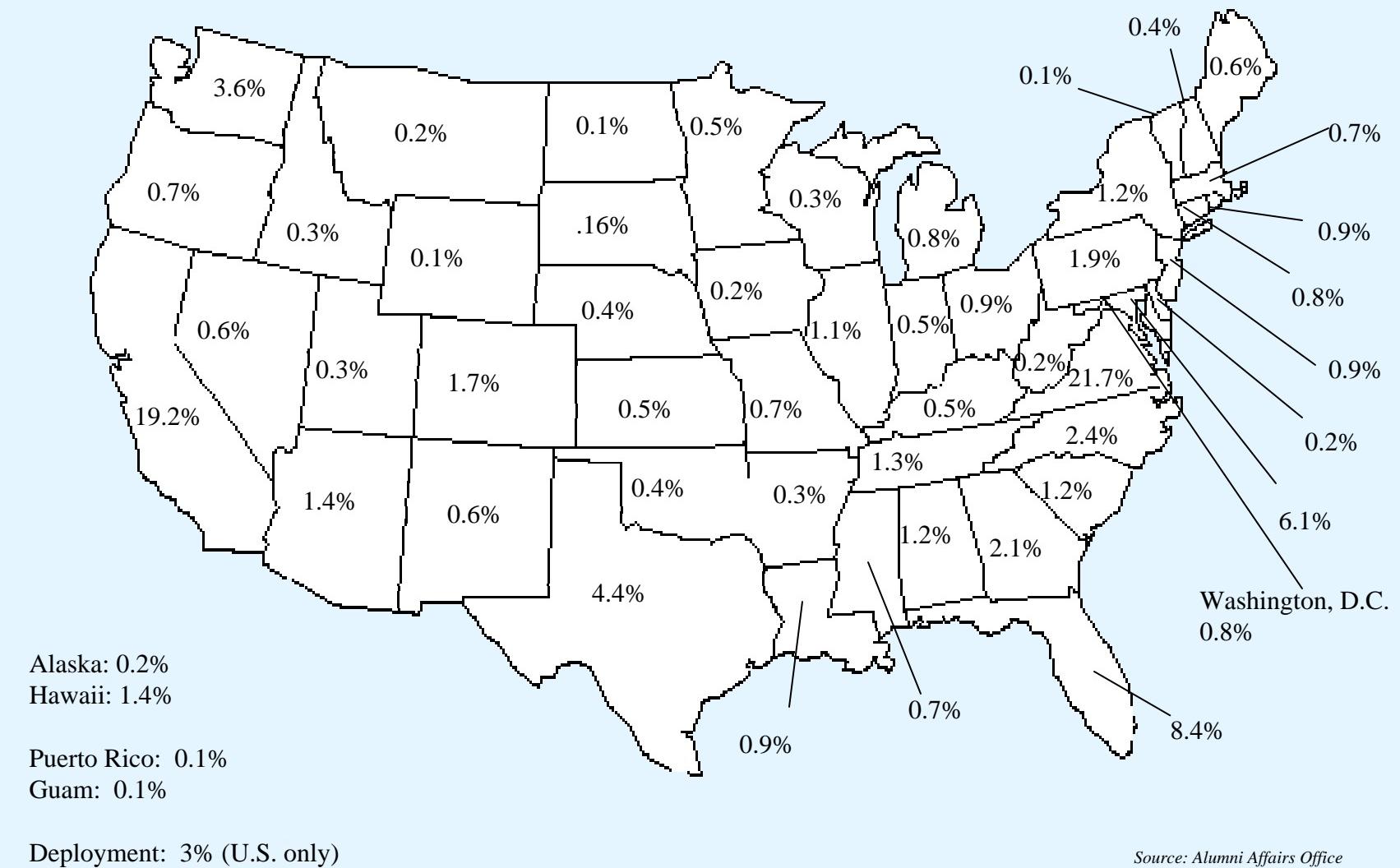
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ALUMNI



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NPS ALUMNI IN THE UNITED STATES AS OF 2004



Source: Alumni Affairs Office

*Locations are those reported in
“current address”*



SELECTED DISTINGUISHED ALUMNI

ADM Stanley Arthur	Former Vice Chief of Naval Operations
ADM Arleigh Burke, USN (Ret.)	WWII hero and former CNO
VADM Phillip Balisle	Commander, Naval Sea Systems Command
VADM Arthur Cebrowski, USN (Ret.)	Father of network-centric warfare
CAPT Eugene Cernan USN (Ret.)	Astronaut, last man to walk on the Moon
RADM Patrick W. Dunne	President, Naval Postgraduate School
Gordon Eubanks	Former CEO, Symantec Corporation
GEN John Gordon USA	Deputy Assistant to the President for Counter-Terrorism
GEN Michael Hagee	Commandant of the Marine Corps
Pao Chuen Lui	Chief Defence Scientist, Singapore Ministry of Defence
ADM Moshe Marom	Vice Chief of Naval Operations, Israeli Navy
ADM Henry Mauz, USN (Ret.)	Former Commander in Chief of the Atlantic Fleet
RADM Wayne E. Meyer USN (Ret.)	Father of the Aegis system
ADM Michael Mullen	Current Vice Chief of Naval Operations
ADM Robert Natter	Former Commander in Chief of the Atlantic Fleet
ADM Hyman G. Rickover USN (Ret.)	Father of the nuclear Navy
CAPT James Roche USN (Ret.)	Current Secretary of the Air Force
Kevin Sharer	CEO, Amgen
RADM Kenneth Slaght	Commander, Space and Naval Warfare Systems Command
ADM James Watkins USN (Ret.)	Former CNO and Secretary of Energy
BGEN Thomas White USA (Ret.)	Former Secretary of the Army



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FACULTY/STAFF



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FACULTY BY RANK

Rank	SIGS	GSEAS	GSOIS	GSBPP	Research	Other	Total
Tenure-Track							
Professor	12	48	28	11	2	5	106
Associate Professor	10	36	29	14	-	4	93
Assistant Professor	13	7	8	12	1	-	41
Instructor	-	-	-	-	-	-	-
Total	35	91	65	37	3	9	240
Non Tenure-Track							
Research Professor	1	4	3	-	1	1	10
Research Associate Professor	1	12	8	-	2	-	23
Research Associate	4	22	20	-	49	2	97
Research Assistant Professor	-	4	6	1	1	1	13
Research Fellow	-	1	-	-	-	-	1
Senior Lecturer	14	14	9	7	2	4	50
Lecturer	16	7	12	18	1	3	57
Visiting Faculty	1	2	8	8	3		22
Other Faculty	3	1	-	1	2	8	15
Total	75	158	131	72	64	28	528

Source: Director of Academic Planning as of 1 Feb 05

Reflects all faculty on payroll, including full and part-time



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TENURE TRACK VS. NON-TENURE TRACK FACULTY BY SCHOOL

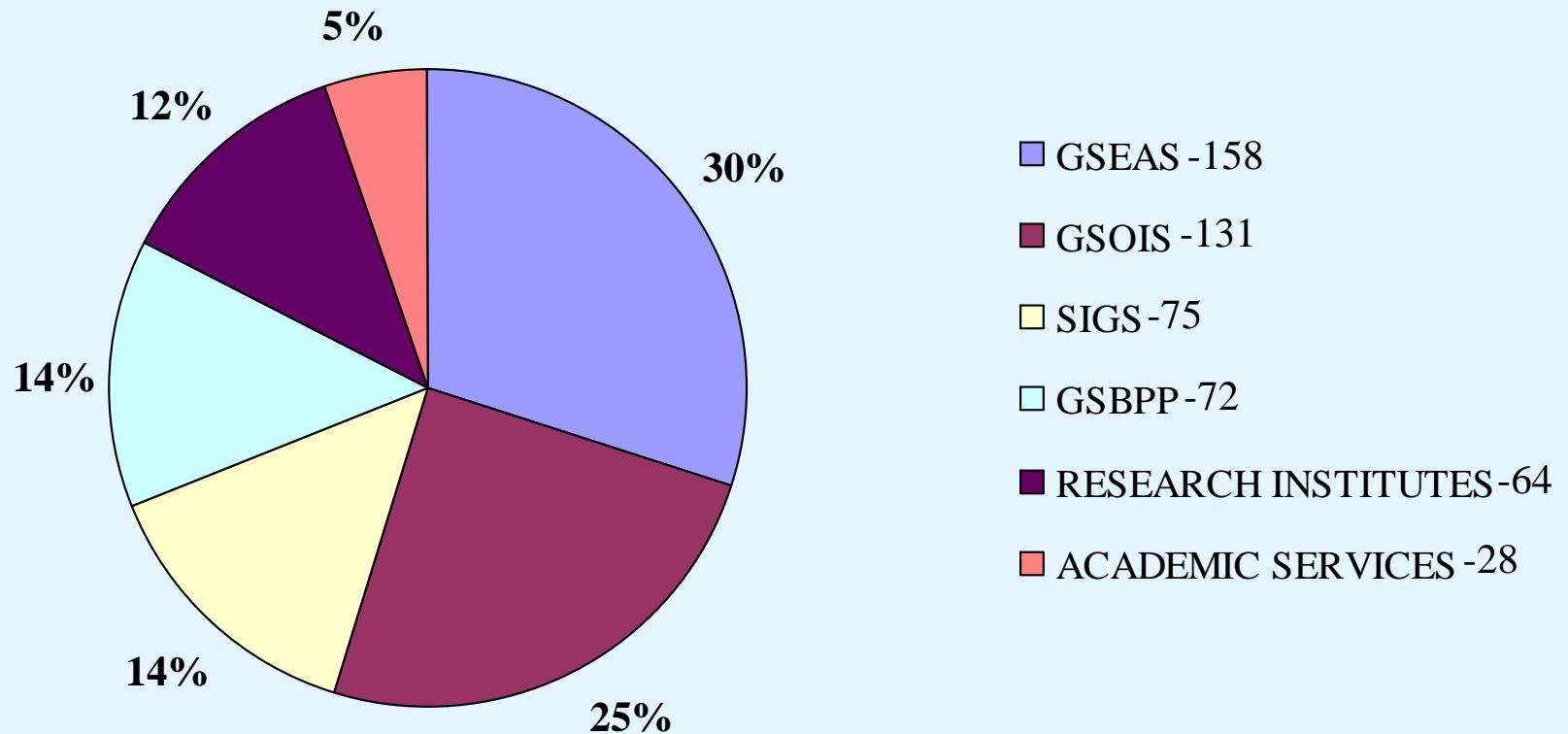
Tenure Track vs. Non-Tenure Track Faculty			
School	Tenure Track	Non-Tenure Track	Total
GSBPP	37	35	72
GSEAS	91	67	158
GSOIS	65	66	131
SIGS	35	40	75
Research Institutes	3	61	64
Academic Services	9	19	28
Naval Postgraduate School Total	240	288	528

Source: Director of Academic Planning as of 1 Feb 05

Reflects all faculty on payroll, including full and part-time



FACULTY DISTRIBUTION BY SCHOOL

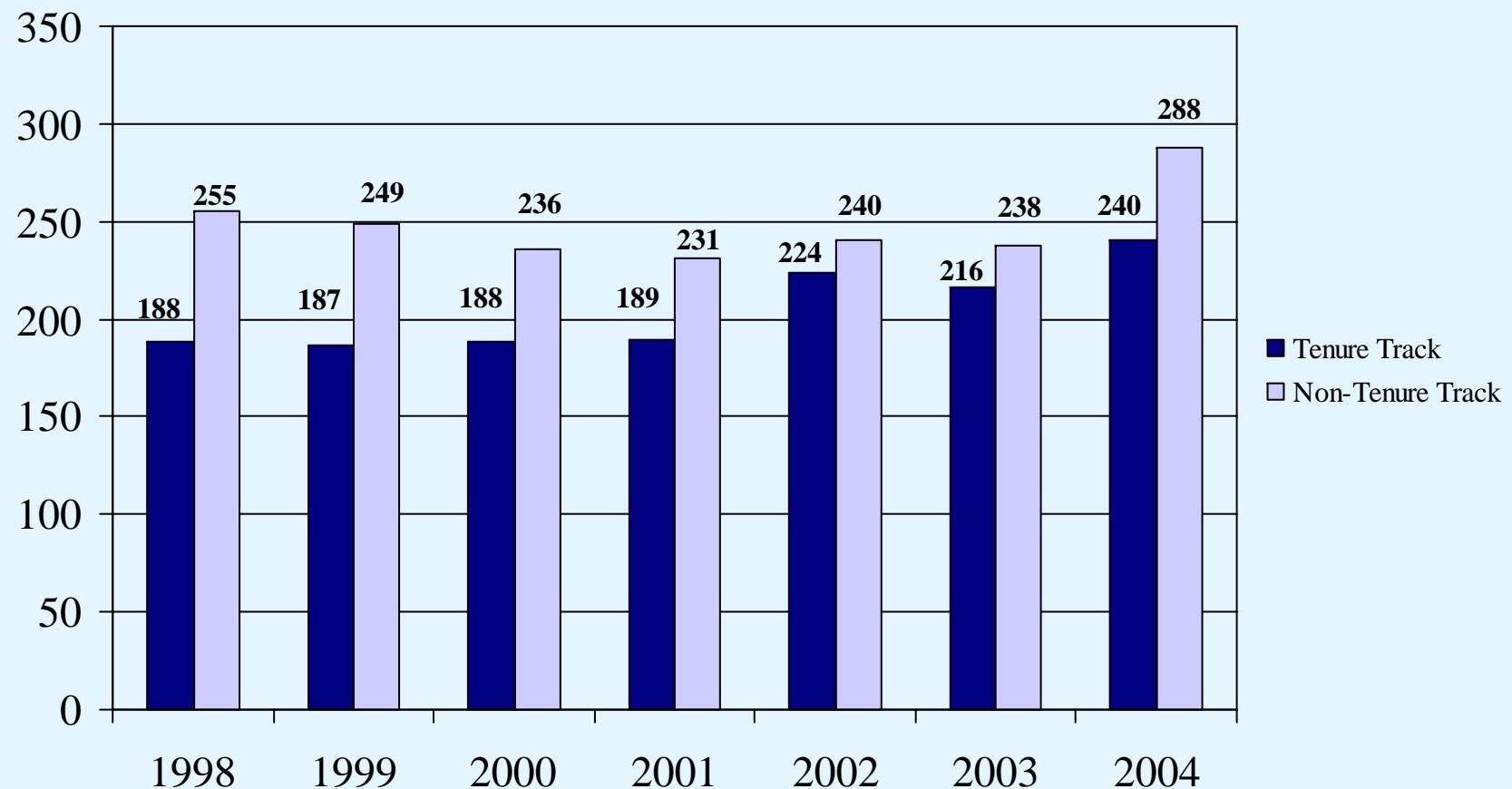


Source: Director of Academic Planning as of 1 Feb 05

Reflects all faculty on payroll, including full and part-time



TENURE-TRACK FACULTY/NON-TENURE TRACK FACULTY TRENDS SINCE 1998



Source: Director of Academic Planning As of 1 Jan 05

Reflects all faculty on payroll,
including full and part-time



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TENURE TRACK FACULTY SOURCE OF TERMINAL DEGREE

- | | |
|--|--|
| Stanford University | Yale University |
| University of California – Berkeley | University of Wisconsin |
| University of California – Los Angeles | University of Michigan |
| Massachusetts Institute of Technology | Arizona State University |
| University of Washington | Princeton University |
| Purdue University | Pennsylvania State University |
| Harvard University | Northwestern University |
| University of Southern California | University of California – Santa Barbara |
| University of California – San Diego | University of Minnesota |
| Case Western University | University of Chicago |
| University of California – Davis | Oregon State University |
| University of Texas | Naval Postgraduate School |
| Georgia Tech University | |

**In ascending order; schools shown are represented by 3 or more Faculty members*

Source: Office of Academic Planning



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FACULTY AND STAFF BY GENDER, RACE/ETHNICITY FALL 2004

Type	African American			American Indian			Asian/Pacific Isl			Hispanic			White			Total		
	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot	M	F	Tot
GS*	4	24	28	2	2	4	20	40	60	7	20	27	109	132	241	142	218	360
Wage** Grade	1	0	1	0	0	0	0	1	1	1	0	1	6	1	7	8	2	10
NAF*	10	10	20	1	1	2	25	27	52	12	6	18	28	27	55	76	71	147
Faculty*	2	4	6	2	0	2	30	9	39	9	2	11	369	71	440	412	86	498

Total = 1,015

*Naval Postgraduate School (NPS) only

**Naval Support Activity Monterey Bay (NSAM)

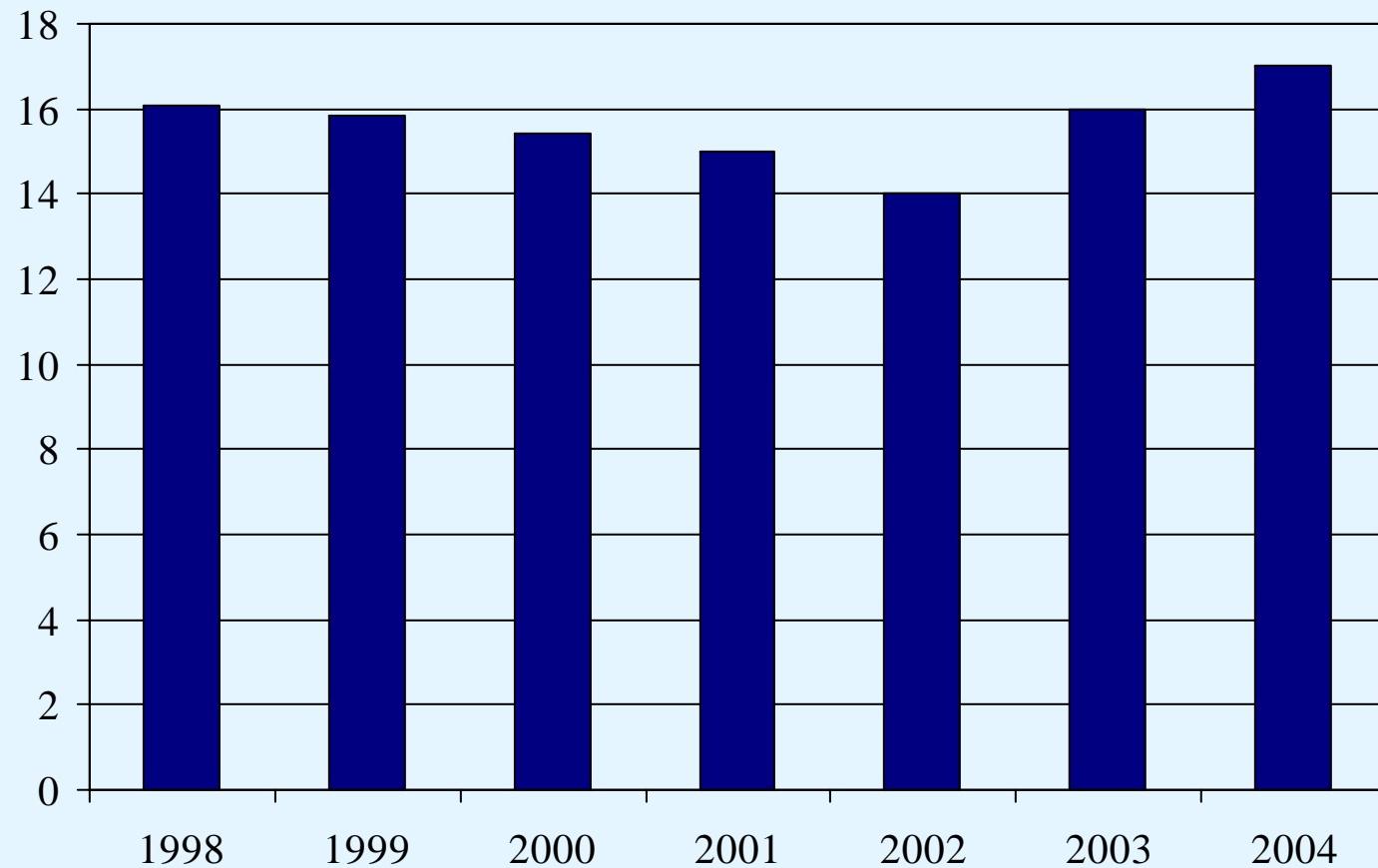


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INSTRUCTION



ON-CAMPUS AVERAGE CLASS SIZE TRENDS SINCE 1998



Average Number of Students per Class

Source: Office of the Registrar



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ON-CAMPUS AVERAGE CLASS SIZE BY SCHOOL 2004

School	Average Number of Students per Class
Graduate School of Business and Public Policy	25
Graduate School of Engineering and Applied Sciences	15
Graduate School of Operational and Information Sciences	16
School of International Graduate Studies	17
Total	17

Source: Office of the Registrar

Number of students per class calculated as:

Total number of students in each school / Total number of class sections



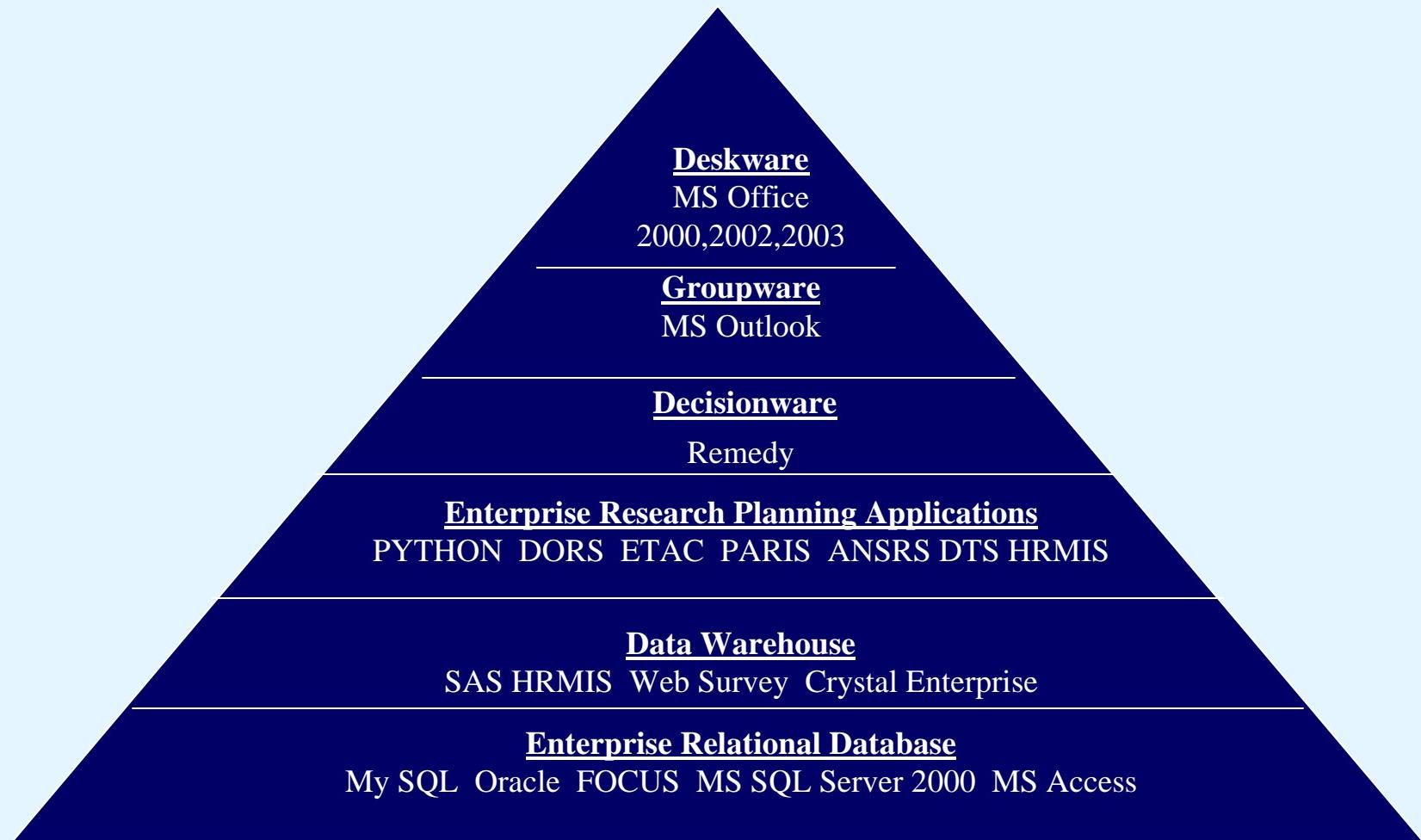
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INFORMATION TECHNOLOGY AND COMMUNICATION SERVICES (ITACS)



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DESKTOP UNIT INFRASTRUCTURE



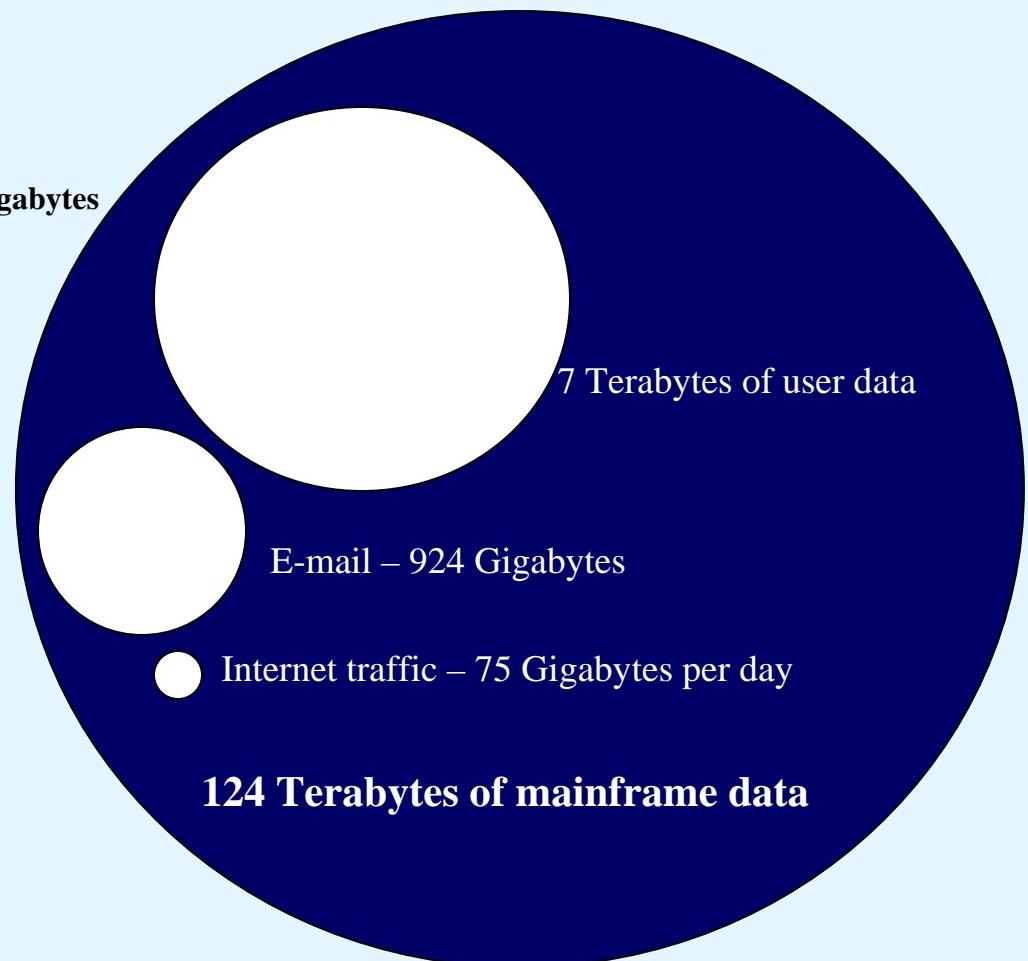


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SIZE OF NPS SYSTEMS

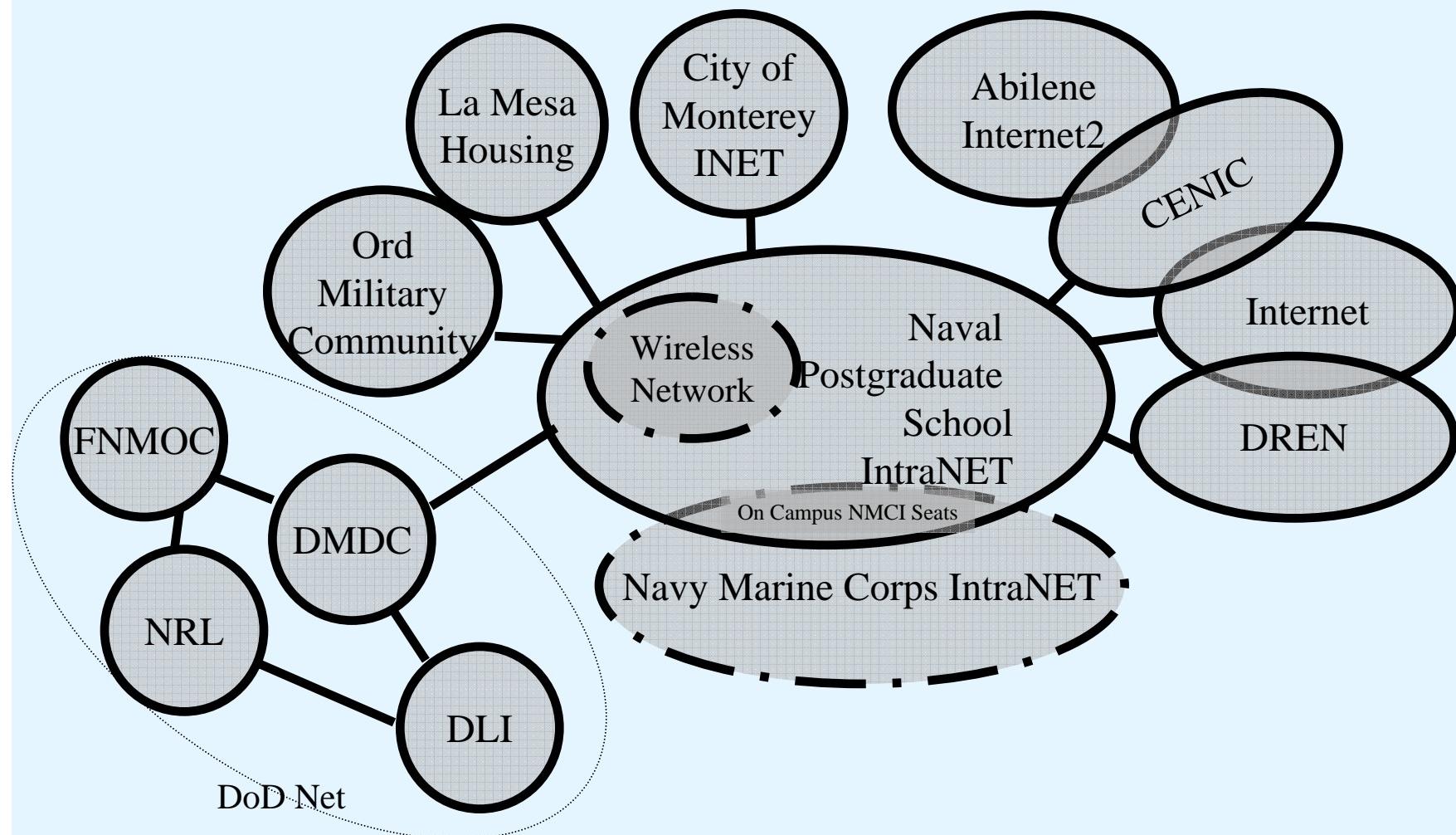
2004

- ▶ **Multiple Networks –**
 - ◊ DREN / HPC (High Performance Computing)
 - ◊ PacBell internet for Research
 - ◊ CAL-REN - .edu domain
 - ◊ Abilene Internet2
 - ◊ City of Monterey INet
 - ◊ DoDNet
- ▶ **Web services**
 - ◊ **Extranet**
 - ▶ Successful requests: 53,715,232
 - ▶ Average data transferred per day: 326.25 megabytes
 - ◊ **Intranet**
 - ▶ Successful requests: 81,866,976
 - ▶ Average data transferred per day: 786.34 megabytes
- ▶ **4675 systems (computer, printer, scanner)** connected to NPS network
- ▶ **6828 campus computer accounts**
- ▶ **3000 digital - 50 active phone lines**
- ▶ **ISDN Video Conference Circuits – 161**
- ▶ **Audio Conference Ports - 24**
- ▶ **Software applications – 800**
- ▶ **External email received – 10 million per year**
- ▶ **Email SPAM filter deletes 4.7 million per year**





CURRENT AND FUTURE NETWORK CONNECTIONS





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INFORMATION TECHNOLOGY AND COMMUNICATIONS SERVICES PARTNERSHIPS

Monterey Peninsula DoDNet

Regional DoD consortium with physical infrastructure linking Fleet Numerical Meteorology and Oceanography Center, Naval Research Laboratory, Defense Language Institute, Defense Manpower Data Center, Naval Postgraduate School

Corporation for Education Network Initiatives in California (CENIC)

State research and education network (CalREN) links University of California campuses and system, California State University campuses and system, University of Southern California, Cal Tech, Stanford University and provides connectivity to other national high-speed networks such as LambdaRail and Internet2

Defense Research Engineering Network (DREN)

DoD's recognized research and engineering network. Robust, high-capacity, low-latency nation-wide network that provides connectivity between and among the HPCMP's geographically dispersed High Performance Computing (HPC) user sites, HPC Centers, and other networks.

Internet2

National high-speed, high capacity network. U.S. university-led consortium with partners in industry and government accelerating development of tomorrow's internet.

Navy Higher Education IT Consortium

Naval Postgraduate School, Naval War College, and Naval Academy CIOs working to develop higher education-based collaborations to maximize effectiveness of technology use at each of the three institutions.



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LIBRARY PROFILE



KNOX LIBRARY QUICK FACTS 2004

- ❖ Circulation - 13% increase over 2003
- ❖ Items recalled for patrons – 32% increase over 2003
- ❖ Circulation of video/DVD materials – 79% increase over 2003 (a direct result of the new displays for these items)
- ❖ Circulation of faculty reserve material – 29% increase over 2003
- ❖ Requests received from NPS patrons – 27% increase over 2003
 - 52% of these requests are from students
 - 17% are filled with in-house resources
 - 36% are for books NPS does not own
 - 21% are photocopies of articles from journals not owned by NPS
 - 24% are first time requesters
- ❖ Average turnaround time on inter-library loan and document deliver requests
 - 41% within one week
 - 24% in under two days
- ❖ Students and faculty from National Security Affairs represent largest number of requestors



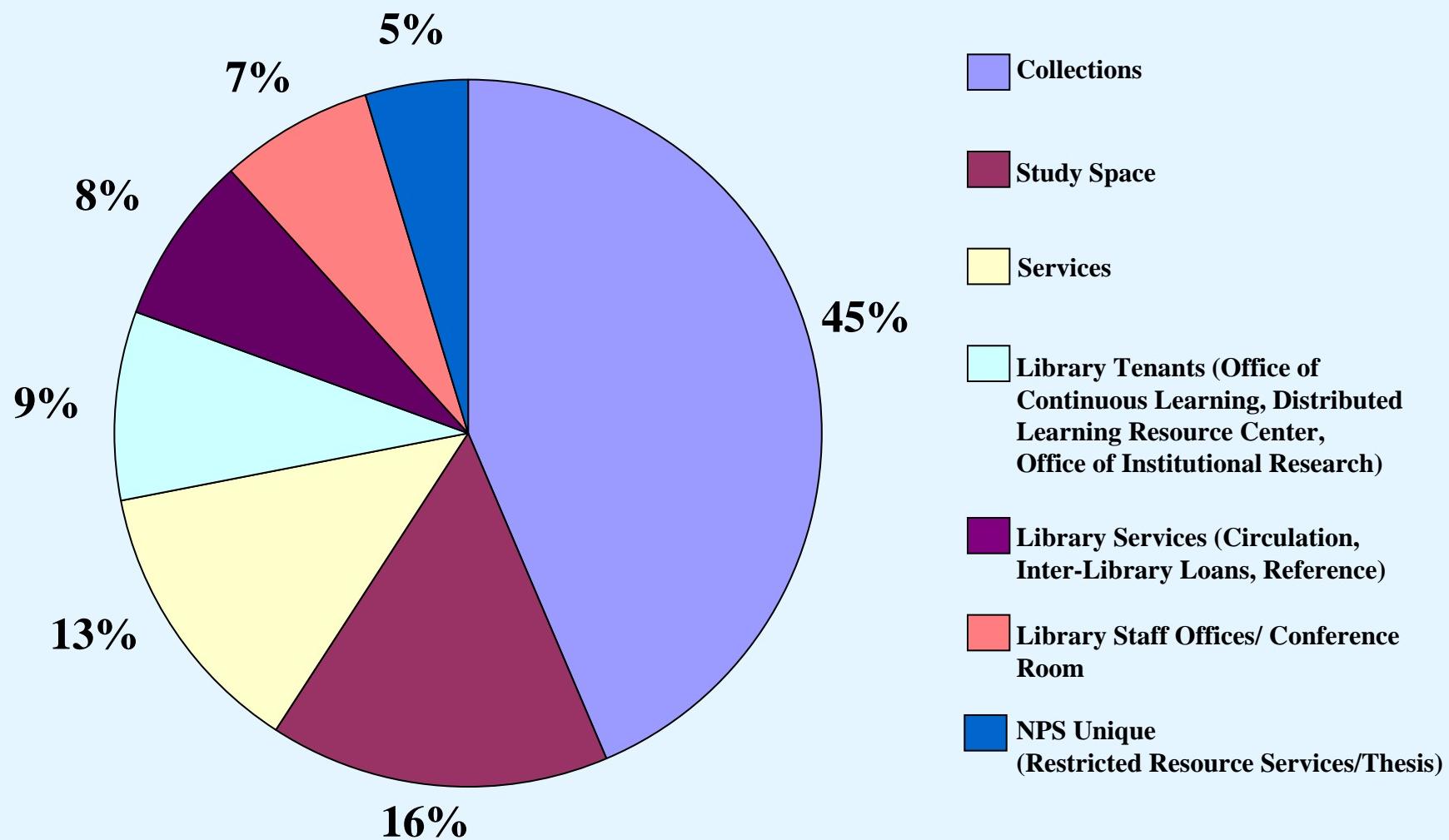
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LIBRARY RESOURCE STATISTICS 2004

Number of Patrons	
Total per year	256,818
Average per day	714
Collections	
Physical Volumes (includes bound journals and all books)	599,484
Current Journal Subscriptions	836
Classified and Limited Distribution Technical Reports	46,413
Microfiche	821,270
Maps	4,285
CD's/DVD's	914
Circulation	
# Items Circulated	31,705
# Items Recalled by Patron	665
Library Transactions	
# Items borrowed for NPS Patrons	4,526



LIBRARY SPACE UTILIZATION FY 2004



Source: Knox Library records



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LIBRARY PARTNERSHIPS

MOBAC – Monterey Bay Area Consortium

CSUMB, UC Santa Cruz, MIIS, MPC, Hartnell College, Monterey Public Library, Carmel Public Library, Salinas Public Library, Watsonville Public Library

AMIGOS – Amigos Library Services, Inc.

A non-profit organization and one of the nation's largest library resource-sharing networks and a leader in providing IT to libraries. Membership consists of over 750 libraries and cultural institutions.

BCR – The Bibliographical Center for Research

A non-profit, multi-state library cooperative that has served the library community since its founding in 1935. Today it serves 1,065 voting-member libraries in 39 states and Canada.

CNL – Consortium of Naval Libraries

The Consortium of Naval Libraries (CNL), formed in 1997, has a vision to provide world-class information access and services to the Navy and be the Department of Defense leader in virtual library development. The CNL has grown from zero to sixty member libraries in just three years.

NRLA – National Research Library Alliance

To provide their research communities with a common core of scientific information, four federal libraries have formed a consortium called the National Research Library Alliance (NRLA). NRLA members are the NASA Goddard Space Flight Center Library, the Office of Information Services of the National Institute of Standards and Technology, the National Science Foundation Library, and the Ruth H. Hooker Research Library of the Naval Research Laboratory.

Homeland Security Defense

The Dudley Knox Library has received research funding to establish a Digital Library in support of the new Homeland Security curricula being developed and taught at the Naval Postgraduate School.

Source: Knox Library records



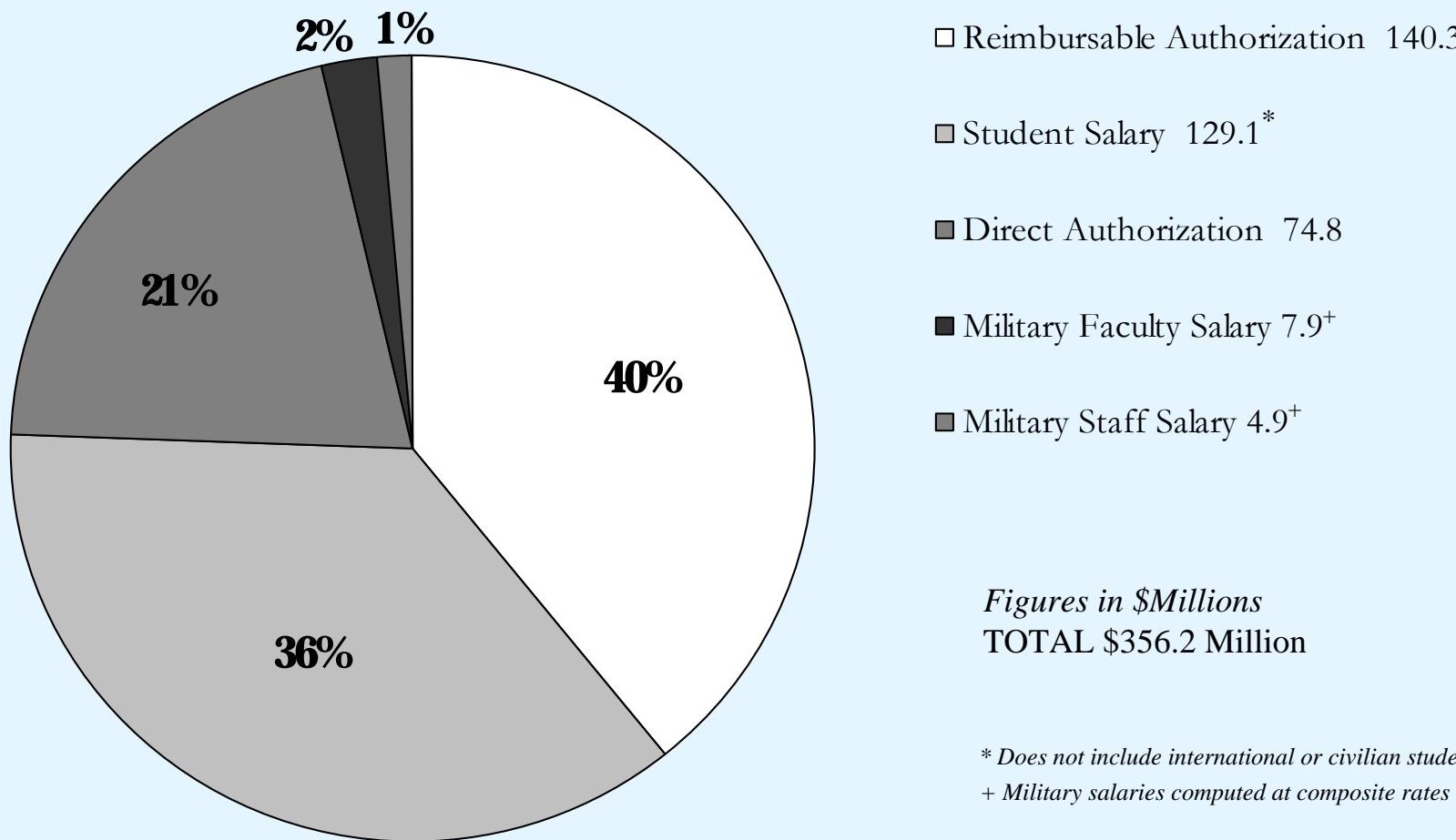
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FINANCES



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TOTAL OPERATIONS AND MILITARY SALARY BUDGET BY SOURCE FY 2004



Source: Comptroller's Office closeout data

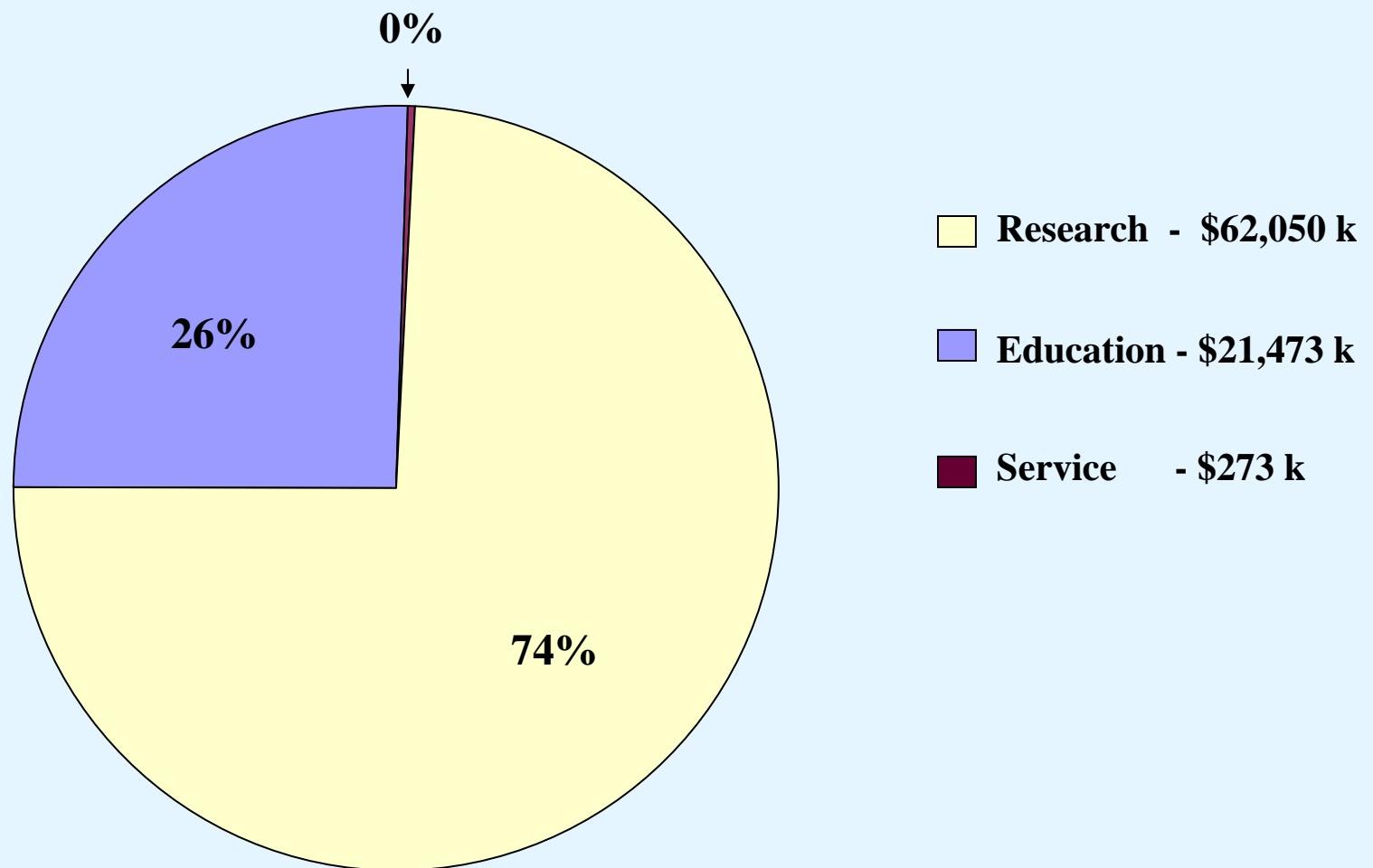


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RESEARCH

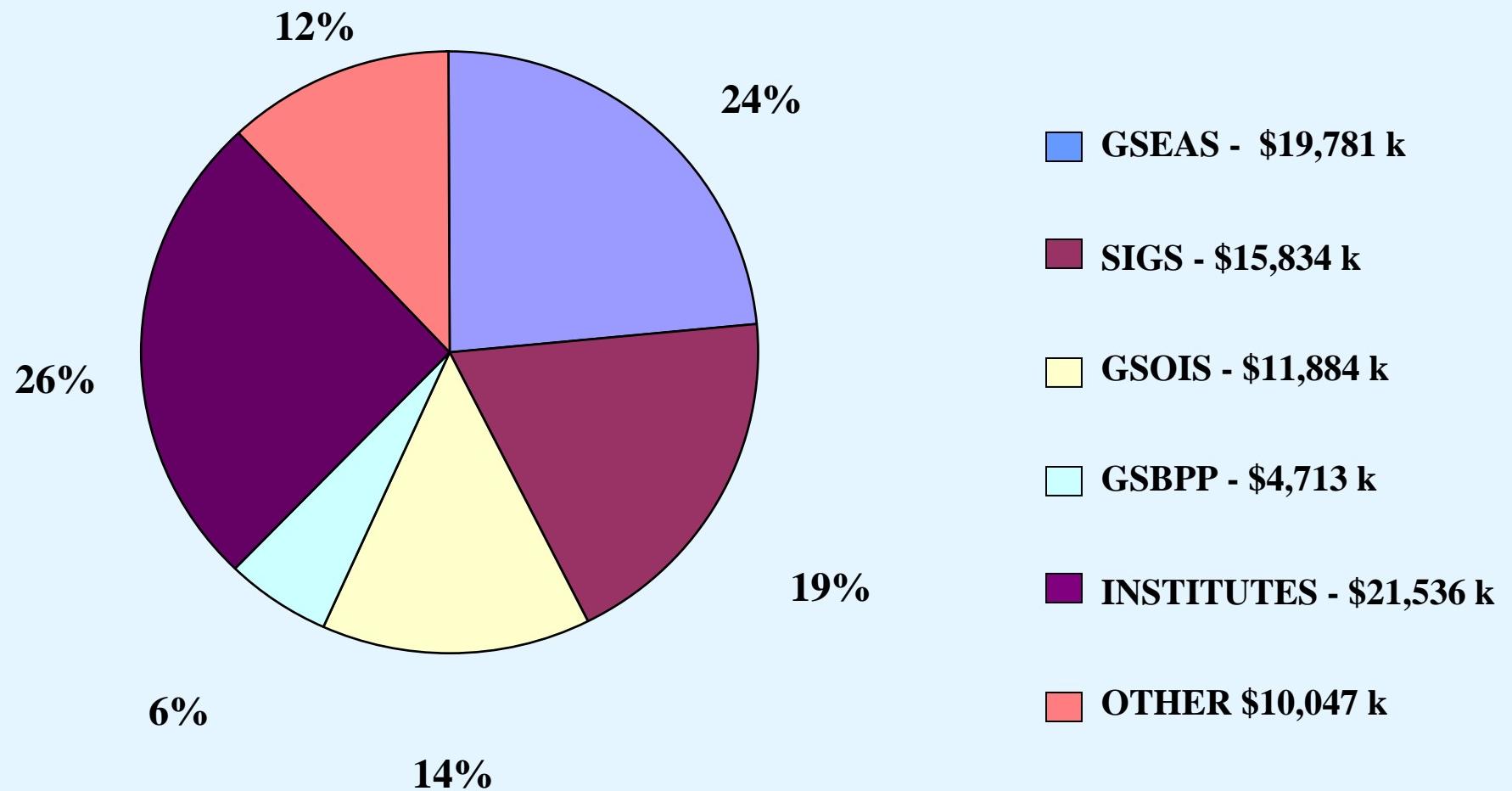


SPONSORED PROGRAM EXPENDITURES BY ACTIVITY TYPE 2004



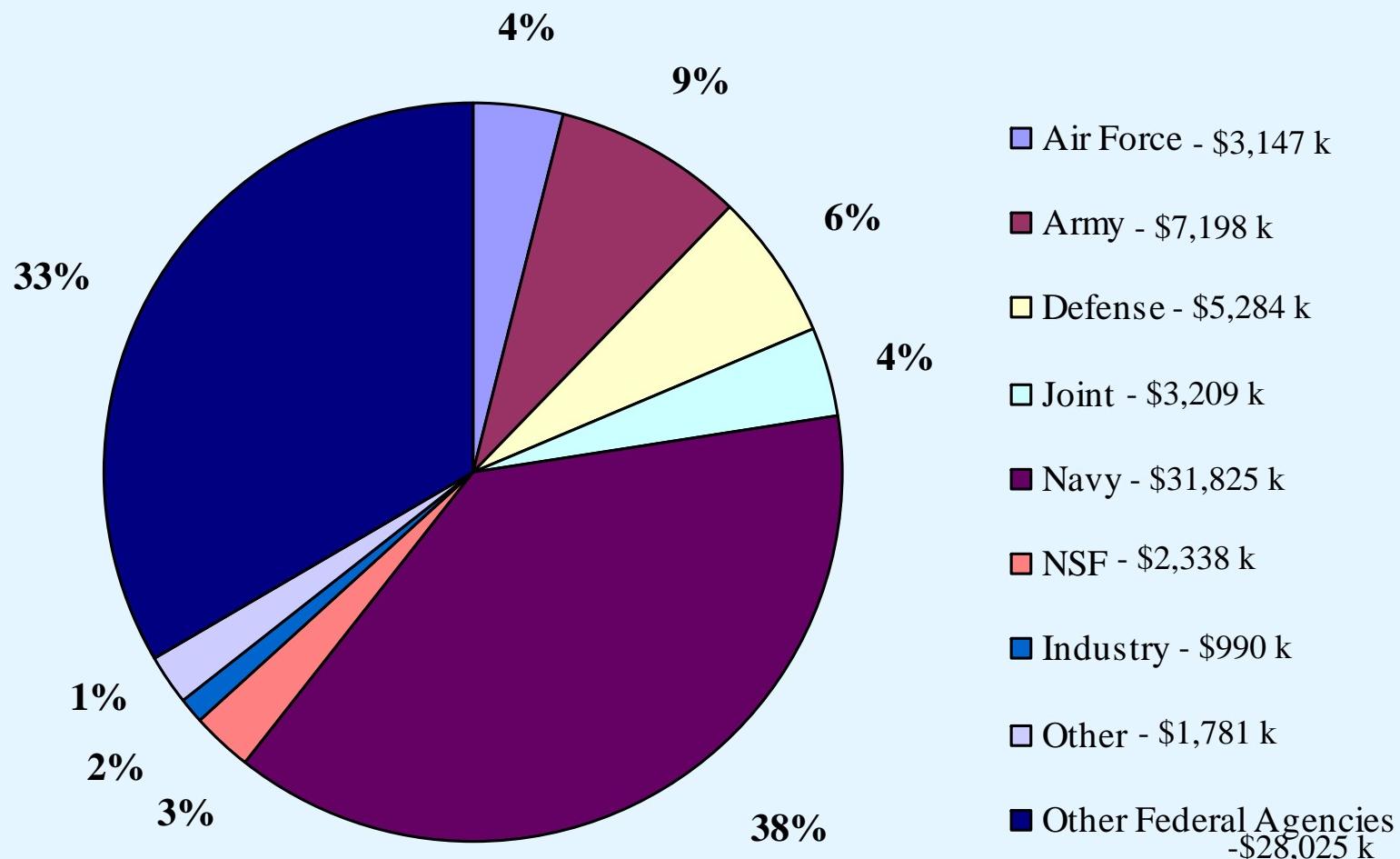


SPONSORED PROGRAM EXPENDITURES BY NPS ORGANIZATION 2004





SPONSORED PROGRAM EXPENDITURES BY SPONSOR 2004





RECENT FACULTY PATENTS as of 30 September 2004

- Method and Apparatus for Motion Tracking of an Articulated Rigid Body (Issued)
- Predictive Read Cache Memories for Reducing Primary Cache Miss Latency in Embedded Microprocessor Systems (Issued)
- Heat-Driven Acoustic Power Source Coupled to an Electric Generator (Issued)
- Turbulence-Resolving Coherent Acoustic (Issued)
- Sediment Flux Probe Device and Method for Using (Issued)
- Ultra-Wide Band Radio Frequency Vest Antenna (Issued)
- High Intensity, Directed Light and Sound Crown Dispersion Device (Issued)
- Digital Signal Processor Based Torpedo Counter-Measure (Issued)
- False Target Radar Image Generator for Countering Wideband Imaging Radars (Issued)
- Identification Friend or Foe System Including Short Range UV Shield (Issued)
- Tactical Vectoring Equipment (Issued)



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PHYSICAL FACILITIES



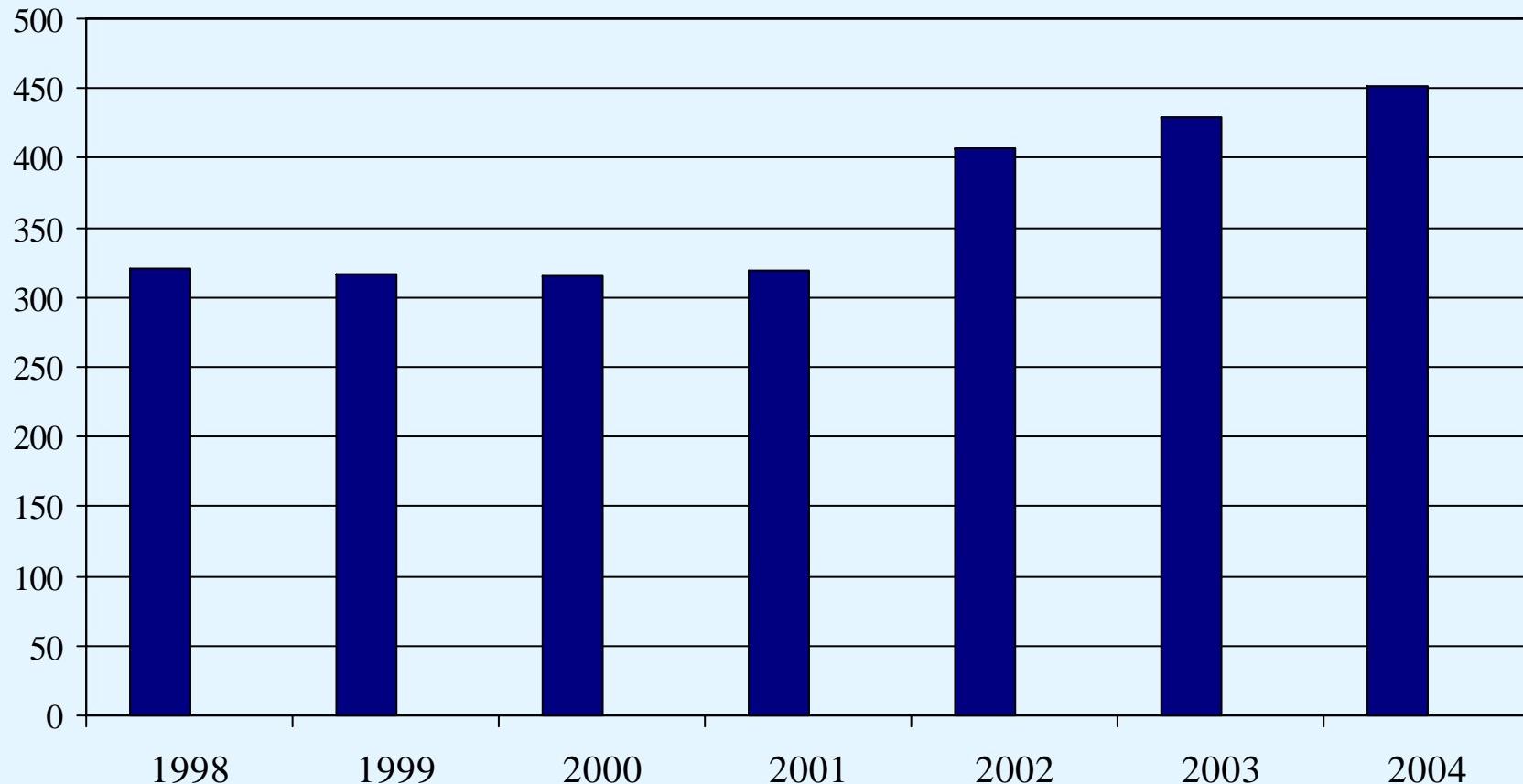
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UNIVERSITY LAND OWNED AND EASEMENTS FY04

SITE	LAND (ACRES)	PROPERTY AT ORIGINAL COST
NPS Main Campus	135.00	\$660,372
Lab Recreation Area	107.61	\$98,460
La Mesa	298.00	298,330
Beach	55.00	\$240,000
Annex	19.70	\$46,063
Point Sur	1.18	No purchase price
Marina Airport	1.96	Easement
Coast Guard Pier	1.30	Easement
Monterey Bay	0.50	Easement
Total	620.25	\$1,343,225



BUILDINGS & GROUNDS: PLANT REPLACEMENT VALUE TRENDS



Figures in \$Millions

Note: during FY04, Commander Navy Installations (CNI) became the real property landholder for all navy land. Eight small installations were added to NSA Monterey as a result. The traditional NPS Plant Replacement Value (PRV) is \$452M. With the additional sites added by CNI the total PRV is \$1.018 Billion.



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CAMPUS BUILDINGS & SQUARE FOOTAGE BY LOCATION FY04

Location	Number of Buildings	Area (Sq Ft)
NPS Main Campus	69	1,407,075
Presidio of Monterey Shared Medical Facilities	1	4,770
Laboratory/Recreation Area	21	53,371
La Mesa Village (housing)	4	not available
Beach Property	4	24,228
Fleet Numeric Meteorology and Oceanography Center Annex	10	132,696
Marina Airport	2	22,147
Point Sur	3	10,542
Total	114	1,654,829



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ENDNOTES



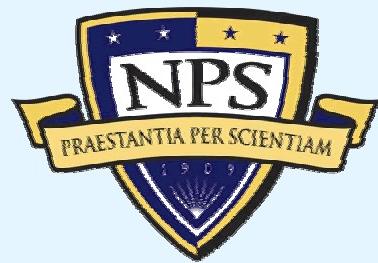
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The following table lists the degree titles and groups them into the four academic schools and the six subject categories listed in the “Academic Profile” section.

GSBPP	Business	MBA
		EMBA
		MS Management
		MS Contract Management
		MS Program Management
		MS Leadership and Human Resource Development
		MS Systems Engineering Management
GSEAS	Engineering	AAE Aeronautical and Astronautical Engineering
		EE Electrical Engineering
		ME Mechanical Engineering
		MS Aeronautical Engineering
		MS Astronautical Engineering
		MS Electrical Engineering
		MS Engineering Acoustics
		MS Engineering Science (Electrical Engineering)
		MS Engineering Science (Mechanical Engineering)
		MS Mechanical Engineering
		MS Systems Engineering
		MS Systems Engineering (Electronic Warfare)
		MSME Materials Science and Engineering
		MSME Mechanical Engineering
		MS Materials Science and Engineering
		PHD Aeronautical and Astronautical Engineering
		PHD Electrical Engineering
		PHD Mechanical Engineering

*Transitioned to MBA program in 2002/2003

GSEAS	Physical Sciences	MS Applied Mathematics
		MS Applied Physics
		MS Meteorology
		MS Meteorology and Physical Oceanography
		MS Physical Oceanography
		MS Physics
		MS Space Systems Operations
		MS Systems Integration
		PHD Applied Physics
		PHD Meteorology
		PHD Physical Oceanography
		PHD Physics
GSOIS	Computer and Information Sciences	MS Computer Science
		MS Defense Analysis (C4I: Command & Control)
		MS Defense Analysis (Financial Management)
		MS Defense Analysis (Information Operations)
		MS Defense Analysis (Irregular Warfare)
		MS Information Systems and Operations
		MS Information Technology Management
		MS Modeling Virtual Environments and Simulation
		MS Software Engineering
		MS Systems Technology (Command, Control, & Communications - C3)
		MS Systems Technology (Scientific & Technical Intelligence)
		PHD Computer Science
		PHD Software Engineering
	Operations Research	MS Operations Research
		PHD Operations Research
SIGS	National Security	MA International Security & Civil-Military Relations
		MS Defense Analysis (National Security Affairs)
		MA National Security Affairs



**Office of Institutional Research
Naval Postgraduate School
Dudley Knox Library, Suite 138A
Monterey, California 93943
831.656.3985
<http://www.nps.edu>**